

**Rocky Mountain Area  
Interagency Type 2  
Incident Management Team**



Team A  
Suggested Operating Guidelines  
2006

**April 28, 2006**



**Rocky Mountain Area**  
**INTERAGENCY INCIDENT MANAGEMENT TEAM -TYPE 2**  
**Marc R. Mullenix, INCIDENT COMMANDER**  
**Don Angell, DEPUTY INCIDENT COMMANDER**  
**TEAM A**

## **SUGGESTED OPERATING GUIDELINES**

The intent of these Suggested Operating Guidelines is to serve as a reference document for primary, trainees, alternate and/or substitute team members outlining how Team 'A' functions. It is not intended to duplicate or replace Manuals, Handbooks, or listings of duties and responsibilities of the various positions. The emphasis is to highlight team philosophy, working guidelines, procedures, and document how we will function as a team.

**The 2006 Suggested Operating Guidelines have been reviewed and approved by the Incident Commander and Deputy Incident Commander.**

## **Table of Contents**

EMERGENCY RESPONSE PLAN (ERP) .....	7
GENERAL GUIDELINES .....	7
POSITION CHECKLIST – COMMAND & GENERAL STAFF .....	8
<i>INCIDENT COMMANDER</i> .....	8
<i>SAFETY OFFICER</i> .....	8
<i>LIAISON OFFICER</i> .....	8
<i>INFORMATION OFFICER</i> .....	8
<i>OPERATIONS SECTION</i> .....	9
<i>PLANNING SECTION</i> .....	9
<i>LOGISTICS SECTION</i> .....	9
<i>FINANCE SECTION CHIEF</i> .....	10
EMERGENCY RESPONSE PLAN FOR IAP .....	11
POSITION CHECKLIST – FIELD ORGANIZATION .....	11
<i>DIVISION/GROUP SUPERVISOR</i> .....	11
<i>MEDICAL GROUP SUPERVISOR</i> .....	11
<i>TRIAGE UNIT LEADER</i> .....	11
<i>TREATMENT UNIT LEADER</i> .....	12
<i>TRANSPORTATION UNIT LEADER</i> .....	12
<i>TRIAGE MEDICAL TERMINOLOGY</i> .....	12
<i>FIELD ORGANIZATION</i> .....	12
RMA IMT2 TEAM A GUIDING PRINCIPLES .....	13
2006 TEAM ROSTER .....	14
TEAM WORKING GUIDELINES .....	15
HUMAN RIGHTS/HARASSMENT/DISCRIMINATION .....	16
AVAILABILITY .....	16
LENGTH OF ASSIGNMENT/EXTENSION OF DUTY .....	16
RMCC CONTACT INFORMATION .....	16
2006 RMA TYPE 2 TEAM ROTATION .....	17
MOBILIZATION .....	17
DRIVING REGULATIONS .....	18
NWCG WORK/REST STANDARDS .....	18
COMMAND & GENERAL STAFF RESPONSIBILITIES .....	19

INCIDENT COMMANDER .....	19
CONTACTING AGENCY ADMINISTRATOR .....	19
AGENCY ADMINISTRATOR BRIEFING .....	19
TRANSITION-IN .....	20
TRANSITION-OUT .....	20
GENERAL MEETINGS ESTABLISHED BY THE IC .....	20
STRATEGY MEETINGS .....	20
SINGLE RESOURCE BOSS MEETINGS .....	20
INCIDENT/TEAM AFTER ACTION REVIEW .....	21
AGENCY CLOSEOUT .....	21
SAFETY AND MEDICAL OPERATIONS .....	21
INCIDENT MANAGEMENT TEAM SAFETY POLICIES .....	22
PROCESSING OF SAFENET FORMS .....	22
MEDICAL UNIT .....	23
PUBLIC INFORMATION .....	23
MISSION .....	23
PRE-DISPATCH PROCEDURES .....	23
DISPATCH AND ARRIVAL PROCEDURES .....	23
INCIDENT OPERATING PROCEDURES .....	24
PRIORITY OF WORK .....	24
TERMINOLOGY .....	25
DEMOBILIZATION AND AFTER-INCIDENT PROCEDURES .....	25
LIAISON OFFICER – GENERAL GUIDELINES .....	25
PLANNING SECTION – GENERAL GUIDELINES .....	26
THE INCIDENT ACTION PLAN .....	26
GENERAL WORK SCHEDULE .....	27
DAILY MEETINGS .....	27
<i>General Meeting Guidelines</i> .....	28
<i>Pre-Planning Meeting</i> .....	28
<i>Planning Meeting</i> .....	29
<i>Operational Period Briefing</i> .....	29
<i>Daily Command and General Staff Meetings</i> .....	30
<i>Complexity Analysis Meeting</i> .....	31
<i>Pre-Operational Review</i> .....	31
<i>Cooperator/Agency Administration/Incident Commander Meeting</i> .....	31
<i>DIVS/SITL/SOF2 Debriefing</i> .....	31
<i>Section Meetings</i> .....	31
RESOURCES UNIT .....	31
SITUATION UNIT .....	31
FIRE BEHAVIOR/WEATHER .....	32
DOCUMENTATION UNIT .....	33
DEMOBILIZATION UNIT .....	33
TRAINING SPECIALIST .....	34

COMPUTER TECHNICAL SPECIALIST .....	34
OPERATIONS SECTION – GENERAL GUIDELINES .....	35
OPERATIONAL PERIOD .....	35
OPERATIONS SECTION CHIEF-PLANNING .....	35
OPERATIONS SECTION CHIEF-TACTICAL.....	35
AIR OPERATIONS .....	36
DIVISION/GROUP SUPERVISOR .....	36
DAILY OPERATIONS ACTIVITIES .....	37
INCIDENT INVOLVING INCIDENT RESOURCES-OUTSIDE THE DELEGATED AUTHORITY .....	37
INITIAL ATTACK PLANNING .....	37
STRUCTURAL PROTECTION PLANNING .....	38
USE OF RETARDANT/BUCKET SUPPORT.....	38
LOGISTICS SECTION – GENERAL GUIDELINES .....	38
SUPPLY UNIT LEADER.....	38
GROUND SUPPORT UNIT LEADER.....	39
FACILITIES UNIT LEADER .....	39
COMMUNICATIONS UNIT LEADER .....	40
FOOD UNIT LEADER.....	40
FINANCE AND ADMINISTRATION SECTION .....	40
TIME UNIT .....	41
PROCUREMENT UNIT.....	42
COMPENSATION FOR INJURY/CLAIMS UNIT .....	42
COST UNIT .....	43
APPENDIX A: 2006 INITIAL RESOURCE ORDER.....	44
PERSONNEL .....	44
<i>Command Overhead</i> .....	44
<i>EQUIPMENT</i> .....	45
<i>SUPPLIES</i> .....	47
APPENDIX B: INCIDENT INITIAL ATTACK PLAN.....	49
APPENDIX C: STRUCTURAL PROTECTION - QUICK ACCESS PLAN.....	50
APPENDIX D: STRUCTURE PROTECTION PLAN .....	51
APPENDIX E: CRITICAL INCIDENT STRESS MANAGEMENT .....	52
APPENDIX F: TRANSITIONS AND TRANSFER OF COMMAND.....	53
APPENDIX G: AIR OPERATIONS GUIDE.....	54

# EMERGENCY RESPONSE PLAN (ERP)

An emergency situation such as citizen entrapment, structure burn over, aircraft crash, burn over of firefighters, camp evacuation, or vehicle accident, could occur on an incident resulting in a near miss, serious injuries or fatalities, destruction of property, and/or mental anguish. The emergency situation may occur at any time, and is likely to be in an isolated location. Due to usually remote locations that result in longer than normal response times for local emergency response personnel, the Incident Management Team (IMT) will manage the emergency by assigning emergency situation responsibilities to team members.

The primary goals of this Emergency Response Plan (ERP) are to pre-establish responsibilities and procedures to:

1. Allow incident personnel the guidelines necessary to safely locate, respond, triage, extricate, treat and transport all accident patients in as quick and safe a manner as possible.
2. Respond to any emergency situation not addressed in the Incident Action Plan.

Time becomes critical when injured individuals require rapid response to provide initial medical treatment and transportation. The ERP is initiated when any emergency results in operations outside the normal plan of operations.

## General Guidelines

1. Chapter 60 of the Interagency Incident Business Handbook provides information on accident investigation and reporting.
2. The Division/Group Supervisor will initially oversee the emergency and activation of the ERP on fireline emergencies. Radio communication will be on the command frequency and will take priority over other radio traffic. Names of injured or deceased individuals should not be given over the radio. Use of crew names or designators should be limited. Deceased individuals and their equipment are not to be moved, except to accomplish rescue work or to protect the health and safety of others.
3. Radio communications will be on the established incident command emergency frequency, or other designated repeater frequency, and identified by the Operations Section Chief as exclusive to the management of the emergency situation.
4. The IC, Safety Officer, Medical Unit Leader and Public Information Officer will be notified as soon as possible followed by notification of all Command and General Staff members.
5. Critical incidents should be branched within the existing incident if appropriate.
6. The Deputy IC may assume the IC role for the critical incident.
7. Secure site with law enforcement for evidence protection.
8. Section Chiefs will make key section staff available to support the critical incident.
9. In case of a fatality or serious traumatic injury, the Incident Commander shall privately notify the Agency Administrator(s).
10. The Agency Administrator shall notify the individuals home unit Agency Administrator.

11. In the event an Intervention Team is assigned to the incident, the Deputy IC will serve as a liaison with the Intervention Team. The IMT will work with the Intervention Team to develop a critical Incident Action Plan which will be approved by the Incident Commander.
12. Assure that victim's physical and emotional needs are met until that role is assumed by the incident host agency or individual's home unit.

## Position Checklist – Command & General Staff

### **INCIDENT COMMANDER**

- ☐ Ensures the Emergency Response Plan is implemented
- ☐ Notifies Agency Administrator and Geographic Coordination Center, Zone Interagency Dispatch Center.
- ☐ Coordinate information flow with the Agency Administrator.

### **SAFETY OFFICER**

- ☐ Evaluate safety issues at the accident site and works with Division/Group Supervisor in charge to mitigate them.
- ☐ Initiates the investigation of the emergency and requests the appropriate investigation resources/teams.
- ☐ Secures the scene. Gathers witnesses' names and initial statements and all evidence relating to the accident.
- ☐ Coordinates investigation with comps/claims unit.
- ☐ Obtains sketches and photos of emergency scene.
- ☐ Coordinates with and supports the Division/Group Supervisor in charge at the scene.

### **LIAISON OFFICER**

- ☐ In the absence of a Liaison Officer, the duties of this position are to be handled by the Deputy or Trainee IC.
- ☐ Assist the Hospital Unit Leader as needed
- ☐ Insure coordination with investigating entities
- ☐ Assist other positions as needed
- ☐ Coordinate with cooperators and key stakeholders

### **INFORMATION OFFICER**

- ☐ Collect pertinent emergency information.
- ☐ Coordinate information release with Incident Commander and Agency Public Affairs Officer.
- ☐ Manage the media regarding the emergency.
- ☐ Assign Information Officers to field media inquiries at accident scene, med-evac area and hospital.
- ☐ Coordinate with Liaison and Safety Officers regarding roadblocks, evacuations and emergency medical information needs.
- ☐ No personal information is to be released until approved by Incident Commander.

### **OPERATIONS SECTION**

- ☐ Implement the Emergency Response Plan, providing coordination between the on scene Division and other IMT sections and units.
- ☐ Ensure appropriate incident organization to possibly include “Triage, Extrication, Treatment and Transportation Units, Medical Group, etc.
- ☐ Coordinate and supports the Safety Officer’s investigation and Law enforcement agencies involved.
- ☐ Coordinate with the Logistics Section for on scene support and location of receiving hospitals for patients.
- ☐ Conduct Size-up of the situation
- ☐ Identify Nature of the incident (auto/aircraft accident, burn over, etc.) and number of crews, vehicles or aircraft’s involved.
- ☐ Identify Number of people involved and their medical condition (Triage).
- ☐ Identify Location and (Lat/Long coordinates) of site.
- ☐ Identify special needs, i.e. Law Enforcement, Heavy Rescue, and Haz Mat response.
- ☐ Coordinate and oversees line EMT& Paramedic response to the accident site (utilize closest EMT’s from crews and engine companies).
- ☐ Provide for immediate extrication and medical triage, treatment and transportation.
- ☐ Coordinate with Air Tactical Group Supervisor for Air-Medical transportation needs.
- ☐ Implement the Helibase emergency rescue plan as needed.
- ☐ Coordinate with Logistics Section for ground ambulance transport, medical supplies and other medical needs.
- ☐ Ensure air/ground ambulances coordinate patient transportation locations with the Medical Group Supervisor.

### **PLANNING SECTION**

- ☐ Complete the Wildland Entrapment/Fatality Initial Report (NFES 0869) as needed.
- ☐ Coordinate Critical Incident Stress Debriefing for effected personnel.
- ☐ Develop and distribute Fact Sheet within four (4) hours.
- ☐ Provide and coordinate a Family Liaison with supporting agencies (Home Unit, Red Cross, Chaplin, etc.).
- ☐ Provide Briefing at ICP for Incident Personnel

### **LOGISTICS SECTION**

- ☐ Order needed resources for the emergency
- ☐ Monitor support functions and assess additional needs.
- ☐ Provide ground transportation as needed.
- ☐ Coordinate removal of damaged vehicles.
- ☐ Establish emergency radio communications.
- ☐ Establish emergency facilities as needed.
- ☐ Assist Medical Unit Leader with communications with the hospital and ambulance service.
- ☐ Coordinate Security with Team Liaison and Operations Section Chief as necessary.

- ☐ Locate and secure personal effects of injured personnel.
- ☐ Communications Unit notifies all Command and General Staff members when the ERP is initiated.

#### **FINANCE SECTION CHIEF**

- ☐ Coordinate with Agency Administrative Officer and Incident Business Advisor
- ☐ Coordinate Compensation/Claims Unit response.

# Emergency Response Plan for IAP

The goal of this Emergency Response Plan (ERP) is to provide the guidelines necessary to Locate, Triage, Extricate, Treat and Transport accident Patients. The Division/Group Supervisor will initially oversee the emergency. Radio communication will be on the “Command Frequency”. Names of injured or deceased individuals should not be given over the radio. Deceased individuals and their equipment are not to be moved, except to accomplish rescue work or to protect the health and safety of others. It is expected this organization will come from resources assigned within the Division or nearest adjoining forces.

## Position Checklist – Field Organization

### **DIVISION/GROUP SUPERVISOR**

- ☐ Conduct Size-up of the Incident (Nature of Accident, Number/Type of Resources, Location).
- ☐ Coordinate “Line EMT” response to the accident (Utilize Closest EMT’s).
- ☐ Begin “TRIAGE”.
- ☐ Determine and initiate treatment and transportation needs.
- ☐ Evaluate special needs (Law Enforcement, Heavy Rescue, Haz Mat).
- ☐ Coordinate with Air Attack for Air-Medical transportation needs.
- ☐ Preserve the scene for accident investigation.
- ☐ Determine affected jurisdictions.

### **MEDICAL GROUP SUPERVISOR**

**(This position will be filled, only if needed)**

- ☐ Supervise TRIAGE, Treatment and Transportation Unit Leaders.
- ☐ Place orders through Communications for ground ambulance, medical personnel, as needed
- ☐ Ensure proper security and traffic control.

### **TRIAGE UNIT LEADER**

**(This position will be filled, only if needed)**

- ☐ Locate and TRIAGE all patients and relays information to Medical Group Supervisor.
- ☐ Ensure that Airway, Breathing and Circulation stabilization of patients is addressed during TRIAGE.
- ☐ Coordinate with Treatment Unit Leader for patient stabilization, extrication, and movement to treatment area.
- ☐ Utilize the “START” TRIAGE system.

## **TREATMENT UNIT LEADER**

**(This position will be filled, only if needed)**

- ❑ Establishes Immediate, Delayed and Minor treatment areas.
- ❑ Direct treatment and stabilization of Patients.
- ❑ Prioritize Patients for transport.
- ❑ Request medical personnel and supplies, as needed.
- ❑ Ensure continual TRIAGE of patients in treatment area.
- ❑ Coordinate with TRIAGE Unit leader for delivery of patients to the treatment area.
- ❑ Coordinate with the Transportation Unit Leader for delivery of patients to ambulances.
- ❑ Ensure documentation of patient conditions and treatments on TRIAGE tags.

## **TRANSPORTATION UNIT LEADER**

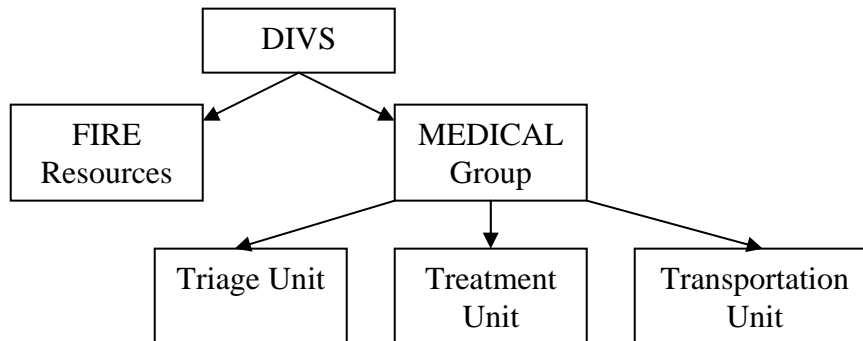
**(This position will be filled, only if needed)**

- ❑ Coordinate all patient transportation to medical facilities, air and ground.
- ❑ Establish communication with hospitals receiving patients.
- ❑ Coordinate with Treatment Unit Leader to determine number and category of patients.
- ❑ Designate ambulance/helicopter loading areas.
- ❑ Determine mode (air/ground) of patient transportation.
- ❑ Ensure patients information and destination is recorded.

## **TRIAGE MEDICAL TERMINOLOGY**

MINOR:	Walking wounded
DELAYED:	CAN follow simple commands
IMMEDIATE:	Respirations have been restored Respirations above 30 Radial Pulse Absent Capillary refill > 2 seconds CAN NOT follow simple commands
FATALITY:	No respirations at head tilt

## **FIELD ORGANIZATION**



# RMA IMT2 Team A GUIDING PRINCIPLES

The Rocky Mountain Area supports three All-Hazard and one Fire Use Incident Management Teams. RMA IMT2 Team A members epitomize the interagency community, promote diversity, and represent a broad range of experience and expertise that include federal land management agencies, state forestry, municipal, volunteer fire departments and other cooperators. Our team adheres to the following principles:

- \* We are committed to provide safe, efficient and effective direction during all phases of operations.
- \* We are committed to effective communication, coordination and cooperation with the hosting agency(s) and other affected departments and organizations.
- \* We are committed to providing a safe work environment, free of harassment, and valuing diversity.
- \* We strive to build depth in the Rocky Mountain region by providing training opportunities when appropriate and support local involvement in incident management operations.
- \* We will consider timeliness, cost, efficiency, and host agency(s) direction while acting in accordance with safe and appropriate actions from mobilization through demobilization.
- \* We will continually seek out all stakeholders and local expertise to achieve the agreed upon objectives and goals of the incident.
- \* We will strive to assist host agency(s) with safe and appropriate transitions, Delegation of Authority, WFSAs, and other supporting incident documentation with consideration to local agreements, plans, and partnerships.

# 2006 TEAM ROSTER

Updated April 26, 2006

On file at Rocky Mountain Area Coordination Center.

# TEAM WORKING GUIDELINES

This incident management team stresses fighting fire safely, efficiently and effectively. The 10 Standard Fire Orders and the 18 Watch-Out Situations are adhered to at all times. Focus on LCES. The team is committed to "Zero Tolerance" of carelessness and unsafe actions. Watch out for the potential failures associated with indirect attack.

All team members will become familiar with the team Emergency Response Plan.

The incident organization is staffed for effective achievement of the objectives and direction of the responsible agency (as outlined in the Delegation of Authority, Wildland Fire Situation Analysis, and other documents). We will make a commitment to effective communication, cooperation and coordination with the affected jurisdiction and cooperators. Every effort will be explored to seek out all stakeholders and local expertise to achieve the agreed upon incident objectives.

Team members are the technical experts in their disciplines. The Incident Commander is the facilitator. Command, General Staff, Unit Leaders, and Supervisors are committed to teamwork, keeping appointments, and assisting each other with incident needs. Differing ideas/options will be presented in a positive and constructive manner. New ideas are always solicited.

The team is professional and attentive during the transition phase and throughout the duration of the incident. We provide or obtain information from outgoing/incoming teams and/or local jurisdictions in a cooperative, courteous, and considerate atmosphere.

Each team member will be evaluated on effective and quality communications, supervision, and teamwork. Performance evaluations are completed within an appropriate time period.

Consideration of the impact to the hosting unit and community is considered in the management of the incident. The focus of managing the incident is to help the local unit achieve objectives while leaving a positive view of the incident management team with them and the community. Many times we may be managing the incident and educating the local jurisdiction at the same time. Every attempt will be made to incorporate local jurisdiction trainees and other cooperators into the team.

Each and every individual and position is important on an incident. Equal treatment is a right; discrimination and harassment are not tolerated and immediate resolution should be expected.

The Information Officer provides background information, informs the public and firefighters and unites the media with the primary sources, rather than becoming the news.

The SAFENET program is incorporated into daily operations. Unsafe practices are immediately mitigated, then incorporated into the SAFENET system within the direction of the national program. The Safety Officer and Incident Commander will review the mitigation measures and monitor compliance.

# HUMAN RIGHTS/HARASSMENT/DISCRIMINATION

The Incident Management Team fully supports EEO and will not tolerate any form of harassment or discrimination. We need to include this statement in our Incident Action Plans (IAPs), post it on all bulletin boards, and announce it at our briefings. The Incident Commander (trainee) will assume the Human Resource Specialist (HRSP) duties unless these responsibilities are delegated to another team member or a HRSP. When assigned, the HRSP will be a member of the Command and General Staff. All Team members are personally responsible for the creation and maintenance of an environment free of discrimination and inappropriate behavior.

## AVAILABILITY

Team members are expected to be available, on 2-hour call, to begin 14-day assignments during the team's on-call periods. If you will not be available, either during the on-call or off-call periods, please notify the Rocky Mountain Coordination Center (RMCC), your local dispatch center, your Section Chief, and the team's Incident Commander. The RMCC will arrange for a substitute. Team and individual availability during off season is not expected, but will be handled on a case-by-case basis.

## LENGTH OF ASSIGNMENT/EXTENSION OF DUTY

Incident assignments will not exceed 14 days, excluding travel. There may be situations where life and property are so imminently threatened, or suppression objectives are close to being met, that an exception is necessary to smoothly allow for replacements. The Incident Commander will document, gain approval from home unit agency administrators, and include the justification in the incident records, for any assignment that exceeds 14 days. However, no wildfire assignment will exceed 21 days except as otherwise stated in the *National Interagency Mobilization Guide*. All-hazard assignments may exceed 21 days.

## RMCC CONTACT INFORMATION

- Phone: 303- 445-4300
- Fax: 303- 445-4319
- E-mail (via internet): [cormc@dms.nwcg.gov](mailto:cormc@dms.nwcg.gov)
- E-mail (for USFS personnel): [cormc/r2,rmacc](mailto:cormc/r2,rmacc)
- Jim Fletcher 303-445-4302 (office) 303-886-9755 (cell)
- Address: Rocky Mountain Area Coordination Center  
2850 Youngfield Street  
Lakewood, CO 80215  
ATTN: Jim Fletcher

# 2006 RMA TYPE 2 TEAM ROTATION

## TEAM A (MULLENIX)

MAY 3 – MAY 16  
MAY 31 – JUNE 13  
JUNE 28 – JULY 11  
JULY 26 – AUG 8  
AUG 23 – SEPT 5  
SEPT 20 – OCT 3

## TEAM B (BLUME)

MAY 17 – MAY 30  
JUNE 14 – JUNE 27  
JULY 12 – JULY 25  
AUG 9 – AUG 22  
SEPT 6 – SEPT 19  
OCT 4 – OCT 17

The on call period will run for two weeks commencing at 0001 on Wednesday of the first week, and will terminate on Tuesday of the second week at 2400.

## MOBILIZATION

Team members are encouraged to drive to assigned incidents providing they adhere to the Work/Rest Guidelines and agency driving regulations. Every attempt should be made to partner-up and travel with other Team members. **All team members are authorized to drive agency or privately owned vehicles or rental cars to all incidents within the region.** If an E-number is not issued at time of dispatch, an E-number can be assigned at the incident. The national mobilization radio frequency (163.100 TX/RX) is available as a travel radio frequency.

When notified of a possible assignment, the Incident Commander and Planning Section Chief will work with RMCC personnel to ensure team is ordered with appropriate vehicle and equipment identified on the resource order (AOV, Rental car, cell phones, laptop, etc.). If possible, the IC will schedule a conference call with available C&GS members and the agency administrator(s).

Team members should not begin travel until they have received a Resource Order from their local dispatch center. However, after one hour has passed since RMCC has received the official order, it is permissible for an IMT member to contact his/her dispatch office to share information on what is known from the outstanding Resource Order, travel itinerary, etc., and then begin travel. All travel will be in close coordination with the team members dispatch center. While enroute to the incident, the individual and dispatch center will maintain contact to confirm the request number and any other outstanding information as it becomes available.

# DRIVING REGULATIONS

In addition to current NWCG policy, RMA IMT2 Team A uses the following additional guidelines:

1. To manage fatigue, every effort should be made to conduct mobilization and demobilization travel between 0500 hours and 2200 hours.
2. Fatigue counter measures beyond those required by this policy should be employed when conditions require them. These may include but are not limited to:
  - a. Providing additional drivers operating within the appropriate duty-day limitations.
  - b. Reducing duty-day limitations.
  - c. Expanded rest requirements.
  - d. Alternate travel methods.
3. Non-CDL: For non-Commercial Driving License (CDL) driving, current national interagency 2-to-1 work/rest policy applies. Duty-day will NOT exceed 16 hours.
  - a. Exception: Exceptions to work-rest and duty-day limitations in this category are allowed **ONLY IF** in response to initial attack, **AND** where **essential** to 1) accomplish **immediate** and **critical** suppression objectives, or 2) address **immediate** and **critical** firefighter or public safety issues, and **ONLY IF** prior approval is granted and documented by the Agency Administrator responsible for the incident. Mobilization, other than for initial attack, and demobilization are neither immediate nor critical activities.
4. CDL: All driving requiring CDL will be performed in accordance with applicable Department of Transportation regulations found in 49 CFR 383 and 390-397.
  - a. No driver of a vehicle requiring a CDL will drive the vehicle after 15 hours on duty during any duty-day.
  - b. Exception: An additional 2 hours of driving time may be added if: a driver encounters adverse driving conditions, unforeseen emergency situations (breakdown), or to ensure the safety of personnel.

Drivers are responsible to follow these policies and it is the supervisor's responsibility to ensure that employees adhere to the proper driving limitations and monitor employee fatigue.

## NWCG WORK/REST STANDARDS

Work/Rest Guidelines – “plan for and ensure that all personnel are provided a minimum 2:1 work/rest ratio (for every 2 hours of work or travel, provide 1 hour of sleep and/or rest).

“Work shifts that exceed 16 hours and/or consecutive days that do not meet the 2:1 work/rest ratio should be the exception, and no work shift should exceed 24 hours. However, in situations where this does occur (for example, initial attack) incident management personnel will resume the 2:1 work/rest ratio as quickly as possible. “The Incident Commander or Agency Administrator must justify work shifts that exceed 16 hour and those that do not meet 2:1 work to rest ratio. Justification will be documented in the daily incident records...”

# COMMAND & GENERAL STAFF RESPONSIBILITIES

Command and General Staff members are responsible for:

1. The safety and well-being of all incident personnel.
2. Having a working knowledge of the Emergency Response Plan (ERP) and reviewing the ERP with their staff.
3. Attending the Agency Administrator In-Briefing, daily C&GS meetings, planning meetings as appropriate, close-out meetings, and other meetings as directed by the Incident Commander.
4. Review and comment on the Delegation of Authority, Wildland Fire Situation Analysis, and other documents prior to team acceptance of the Delegation of Authority.
5. Assist in preparation of transition packets, the final narrative, and other documents as appropriate.
6. Communicate, coordinate and cooperate with all team members, incident personnel, host agency personnel, cooperators, government officials, dispatch centers and others as appropriate for the incident.

## INCIDENT COMMANDER

### Contacting Agency Administrator

Once the team has been ordered, the Incident Commander will try to contact the ordering unit to gather intelligence, discuss arrival times, agency administrator briefing, transition timeframes, and any other pertinent information. (The Logistics Section Chief will call the local dispatch center and/or the local unit to discuss the initial order.) The team will be briefed as soon as practical. If feasible, a conference call with the IC, Agency Administrator and available Command & General Staff should be held prior to mobilization.

### Agency Administrator Briefing

Command and General Staff, Air Ops, and additional team members as requested by the appropriate section chief, are expected to participate in the Agency Administrator's Briefing. The Incident Commander and the Agency Administrator will determine the time and location of the briefing. Upon arrival at the briefing location, team members should be organized and available as predetermined to begin the briefing, keeping impacts to the local unit to a minimum. The Planning Section Chief will facilitate the Team's portion of the briefing. After the host agency has presented the briefing, each function will have the opportunity to address functional questions or clarification of information.

## Transition-In

The Incident Commander, with input from the Team, will negotiate a safe and appropriate phase-in period and official time for the team to take over the incident (preferably at the beginning of an operational period). The Incident Commander will assure that the transfer of command is completed in a professional, timely, smooth, and efficient manner with emphasis on integration of information from the departing team.

## Transition-Out

The Incident Commander, with input from the Team, will negotiate an appropriate phase-out period and official time for the Team to re-delegate the incident back to the local jurisdiction and/or appropriate management configuration. When needed, the Planning Section will be responsible to assist the local jurisdiction in facilitating an extended Incident Action Plan that assigns the appropriate number and kind of qualified resources to the organization. The re-delegation will not take place if the positions identified cannot be filled with qualified personnel.

## General Meetings Established by the IC

*(Refer to Planning Section for a listing of daily planning meetings and a suggested daily meeting schedule).*

### Strategy Meetings

The Strategy Meeting will be held after the agency administrator briefing to review the Delegation of Authority, Wildland Fire Situation Analysis (WFSA), and develop incident strategy and objectives. Attending the Strategy Meeting will be the Command and General Staff, Air Ops, Documentation Unit Leader, and any other needed members of each section. Additional Strategy Meetings will be held as needed to adjust the strategy and objectives according to situational changes.

### Single Resource Boss Meetings

Throughout the incident, the IC will meet with the single resource bosses and local fire cooperators to discuss emerging concerns, treatment of the personnel, and other relevant issues. The IC and staff members will resolve issues resulting from these meetings.

## Incident/Team After Action Review

The IC will schedule an After Action Review (AAR) for all team members prior to release from the incident. The AAR will focus on lessons learned and follow the outline below:

1. Where were we most vulnerable?
2. Close calls/near misses?
3. Any changes to Team SOGs needed?
4. What is still working well?

Notes will be taken by the Documentation Unit Leader and distributed to team members.

## Agency Closeout

A final written incident summary is reviewed at the closeout meeting. Attendance is mandatory for Command and General Staff, Air Operations, and the Documentation Unit Leader.

Additional team members may attend providing room is available and the hosting agency is supportive. Each function provides a summary of major points that occurred during the incident.

## SAFETY AND MEDICAL OPERATIONS

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority, although the Officer must exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

The Safety Incident Management Team (SIMT) organization normally consists of the Safety Officer(s), Safety Officer Trainee (when available), and the Medical Unit Leader. Safety assistants, technical specialists, and medical personnel will be added as appropriate.

The Safety Team is responsible for preparing or reviewing the following plans or documents:

*Safety Message	Risk & Hazard Analysis	Safety Action Plan
*Medical Plan (206)	Operations Worksheet	Crash Rescue
Traffic Plan	LCES Worksheet (215A)	Ignition Plans
Evacuation Plans	SafeComs	Medivac Plan
Accident Investigation Reports	SAFENETs	Local Hazard Maps

\*Included in a typical Incident Action Plan

The Safety Team is responsible for conducting safety awareness sessions (as needed) for ground support, media, base camp personnel, and unit leaders. The team also makes routine and periodic safety reviews of camps, helibases, helispots, ground support, and food unit. The Safety

Officer will provide supplements to the IAP outlining any significant hazards and risks. A Safety Information Board will be maintained in and around the assigned eating area in camp highlighting the hazards, risks and mitigation techniques.

All team members are to be familiar with their roll in the Emergency Response Plan.

## Incident Management Team Safety Policies

The health and safety of all incident personnel and public are the ultimate criterion by which all plans and actions are measured.

- Firefighter safety comes first on every incident every time.
- The 10 Standard Firefighting Orders are firm.
- All 18 Watch-Out Situations must be mitigated before engagement or re-engagement or suppression activities.
- Firefighters have a right to a safe assignment.
- Each individual has the responsibility to confirm that safe practices are known and observed.

Every individual has safety responsibilities; the Safety Officer has the indirect responsibility to insure that incident personnel:

- Create and practice a passion for safety.
- Comply with the *Ten Standard Firefighting Orders*.
- Mitigate the *18 Watch Out Situations*.
- Follow the *Downhill/Indirect Line Construction Guidelines*.
- Have adequate *Lookouts, Communications, Escape Routes, and Safety Zones*.
- *Look Up, Look Down, Look Around*.
- Recognize the *Common Denominators of Fire Behavior on Tragedy Fires*.
- Mitigate the *Structure Watch Out Situations*.
- Practice work/rest guidelines.
- Follow the *Safety Practices Under Blow-up Conditions*.
- Become a stakeholder in adopting the firefighter's code of safe practices.
- Recognize potential unsafe practices and break the chain of occurrences.

The LCES (form 215-A) will be prepared at the IAP Meeting for each operational period by the Operations Section Chief and Safety Officer and reviewed daily at the planning meetings. All assignments will be addressed by Division, Task Force or Group and encompass hazards, special operations, travel, and mitigation for operations and tactics.

## Processing of SAFENET Forms

Any team member may accept an SAFENET form. If appropriate or urgent, the team member may take immediate action to mitigate the situation. The Safety Officer will be responsible to collect all of the forms, keep a log of the processing of the form, coordinate mitigation action when appropriate, and to be sure that a copy of the form (which will include facts about any action that was taken) is filed in the final incident package and also sent to the appropriate address in Boise as required.

# Medical Unit

The Medical Unit Leader is responsible for obtaining medical aid of injured or ill incident personnel, and preparation of reports and records. The Medical Unit may also coordinate with the Operations section in supplying medical care and assistance to civilians at the incident. Other duties include but are not limited to:

- Preparation of the Incident Medical Plan (ICS-206).
- Preparation of procedures for major medical emergencies including medivac.
- Declaration of major medical emergencies as appropriate.
- Coordination of medical aid, supplies, and transportation.
- Audit use of over-the-counter drugs dispensed by the Medical Unit.

## PUBLIC INFORMATION

The Public Information Officer, a member of the Command Staff, is responsible for (in conjunction with the Incident Commander and local jurisdiction) the formulation and release of information about the incident to the news media, local communities, incident personnel, other appropriate agencies and organizations, and for the management of all Public Information Officers assigned to the incident. The PIO is the first and best source, even with bad news. The PIO has the responsibility to provide the facts, no matter how difficult. No matter how adversarial the media, the PIO should be truthful and forthright with information.

## Mission

- To collect information about the incident and communicate it to both internal and external audiences.
- To provide strategic communications.
- Serve as an integral member of the Command and General staff.
- To assist local units and the public in dealing with immediate and enduring impacts of the incident.

## Pre-dispatch procedures

- Maintain general awareness of ongoing incidents.
- Plan initial resource needs and coordinate with Logistics Chief.

## Dispatch and arrival procedures

- Attempt contact with on-scene information sources and assess capability of local resources.
- Make preliminary estimate of incident issues and public information needs.
- Participate in initial team briefing from agency representative. Ensure that PIO2 or PIO2(T) moves directly to incident base to observe and coordinate initial efforts. Glean specific information from agency representative about sensitive issues, special public information

concerns, and any unique factors.

- Develop concept of information needs and confirm with Incident Commander.

## Incident operating procedures

- Establish Incident Information Center (IIC) at the incident base camp, accessible to the base entry with appropriate parking space, if one is not already operational. If one is already successfully in place (people are trained to contact it), leave it there. Establish feeder center(s) as needed.
- Work with Logistics for adequate telephones (2 or more lines and 1 fax line).
- Secure vehicles from Ground Support for media escort. When possible, secure radio-equipped 4-wheel-drive vehicles.
- Establish specialty centers (store fronts, bulletin boards, etc. as needed) and consider special language requirements and other special needs in all communication efforts.
- Incorporate local contacts/incident staff into IIC operations as quickly as possible.
- Coordinate all fireline visits with the Safety and Operations staff.
- Coach team members on interactions with the media and the public; shield them when necessary.
- Document public and media contacts and significant events.

## Priority of work

- Develop information strategy and make assignments based on experience and training needs (assign major areas of emphasis – camp communication, information center, storefronts, etc., to qualified staff). Obtain necessary safety equipment, radios, and vehicles to support media transportation needs.
- Start documenting the incident (obtain AV support as needed) and track “lessons learned” as you go.
- Work with the Plans Function to construct and maintain a bulletin board/information board, posting current status (maps, assignments, etc.), and news of significant events).
- Establish key messages for use in communication efforts in coordination with local agency and/or local government or fire entities.
- Escort media to the incident.
- Establish update schedule with wire services.
- Initiate follow-up contacts.
- Participate in planning, strategy, and team meetings.
- Practice "management by walking around" and listening post strategies (get the IC away from the ICP and into the communities); post information at gathering points.
- Recommend special strategies (rumors, incident-within-incident, etc.) as needed.
- Manage at staff levels appropriate for each incident.
- Conduct special briefings as needed.
- Work with local agency staff to conduct public meetings.
- Coordinate with Area Command, Regional Offices, and other information functions, as appropriate.

# Terminology

Terminology for structure loss will be based on the terms used in the ICS-209 Incident Status Summary. Type-of-structure terminology is: Residence, Commercial Property, Outbuildings/Other. Loss terminology is: Threatened, Damaged, Destroyed.

## Demobilization and after-incident procedures

- Draw down organization with declining interest in incident, with IC approval.
- Prepare for hand-off to transition team and/or local jurisdiction.
- Work with new staff to ensure information continuity.
- Put plans in place for extended follow-through on enduring local concerns. Identify special support needs to line managers at appropriate levels so local forces don't "hang out."
- Participate in after-action reviews.
- Prepare appreciation cards and letters.

## LIAISON OFFICER – GENERAL GUIDELINES

The Liaison Officer will be the point of contact for the assisting and cooperating agencies and organizations. This includes Agency Representatives from other fire agencies, fire departments, Red Cross, law enforcement, public works, etc. Duties include, but are not limited to, the following:

- Identify each Agency Representative including communications link and location.
- Respond to requests from incident personnel for inter-organizational contacts.
- Monitor incident operations to identify current or potential inter-organizational problems
- Remain visible on the incident to incoming cooperators and assisting agencies.
- Maintain a current list of cooperating and assisting agencies assigned. Confirm resource list with Resource Unit Leader.
- Participate in planning meetings providing current resource status, limitations, and capability of other agency resources.

# PLANNING SECTION – GENERAL GUIDELINES

The Planning Section's objective is collecting, evaluating, documenting, and disseminating information about the incident and the status of resources. This information is essential to: 1) understand the current situation, 2) predict the probable course of incident events, 3) prepare alternative strategies and tactical operations, 4) provide appropriate fiscal and logistical support, 5) accurately inform the public, and 6) document the incident.

The Planning Section will normally consist of the Planning Section Chief, Situation Unit Leader, Resource Unit Leader, Status/Check-In Recorder, Documentation Unit Leader, Demobilization Unit Leader, and Fire Behavior Analyst. Other positions such as Display Processors, Field Observers, and Incident Meteorologist will be added as appropriate.

## The Incident Action Plan

An Incident Action Plan (IAP) is prepared for each operational period to provide incident objectives, strategy, tactics and direction for all incident personnel. The IAP also documents the daily operational plan.

It is preferred that all appropriate IAP inputs be prepared in I-Suite. Every attempt will be made by the individuals responsible for IAP components to complete their inputs by the established time each day.

Typical IAP components include but are not limited to the following:

<u>Component</u>	<u>Responsible Position(s)</u>
<input type="checkbox"/> Cover Page	DOCL
<input type="checkbox"/> ICS-202 Incident Objectives	PSC2
<input type="checkbox"/> Fire Behavior Forecast	FBAN
<input type="checkbox"/> Weather Forecast	IMET/FBAN
<input type="checkbox"/> Safety Message	SOF2
<input type="checkbox"/> ICS-203 Organization Assignment List	RESL
<input type="checkbox"/> ICS-204 Division Assignment Lists	RESL
<input type="checkbox"/> ICS-205 Communications Plan	COML
<input type="checkbox"/> ICS-206 Medical Plan	MEDL
<input type="checkbox"/> ICS-220 Air Operations Summary	AOBD/ASGS
<input type="checkbox"/> Traffic Plan/Map	GSUL/SITL
<input type="checkbox"/> IAP Map	SITL

## General Work Schedule

A general schedule will be established for each incident. The schedule will be flexible and may be adjusted to meet the needs or the demands of the incident, such as: one or two operational periods per day (24 hour period), burning conditions, time of year, daylight hours, agency constraints, etc. The schedule will be clearly posted on incident bulletin boards. The following is an *example* of a general work schedule for two operational periods. It is included to show the relationship and timing of the important activities for the schedule established.

<b>DAY</b>	<b>Activity</b>	<b>NIGHT</b>
0630	OPERATIONAL BRIEFING <ul style="list-style-type: none"><li>Followed by Division breakout sessions</li><li>Operational resource immediately depart ICP for assignment</li></ul>	1730
0800	COMMAND & GENERAL STAFF MEETING	-
1650	OSC2-Planning briefing with SITL	-
1700	PRE-PLANNING MEETING	1330
1800	PLANNING MEETING	-
2030	IAP INPUTS DUE	1500
2100	SOF2, DIVS, SITL debriefing <ul style="list-style-type: none"><li>The Safety Officer will facilitate an End-of-Shift debriefing for all Safety Officers, Division Supervisors and the Situation Unit Leader as appropriate for the incident.</li></ul>	0900

### Suggested Operational Periods:

DAY: 0700-2100

NIGHT: 1800-0800

These 14-hour shifts allow for a one hour overlap and include travel time. If this is not sufficient, the OSC2 and/or DIVS may allow resources on the line to work for an additional two hours (including travel time) to allow for adequate fireline staffing. Justification for longer operational period must be documented.

Night operations may be used in order to take advantage of the ability to make more progress in line construction during periods when the fire is least active or the weather dictates.

## Daily Meetings

Arrangements will be made with the FACL for meeting areas. The area for operational period briefings should accommodate 100 people, be inside or covered if feasible, have good lighting, and be in an area away from generators or other distractions. The briefings should be no longer than 25 minutes. Division breakout sessions will be held following each briefing. A second area will be required for the planning meetings, where attendance will be limited. Both meeting areas will have bulletin boards to display a wall-size 204s, 215A, maps, IAPs, etc.

## General Meeting Guidelines

To ensure meetings are run effectively and efficiently as possible team members are expected to follow these general guidelines:

1. The speaker has the floor.
2. No side-bar conversations.
3. Turn cell phones to vibrate.
4. Ensure the audience can hear.

## Pre-Planning Meeting

### Purpose:

- Develop strategy and tactics for the next operational period.
- Identify any logistical needs for the next operational period.
- List all resources that need to be ordered.
- Identify any changes to the incident map.
- Identify and discuss future needs.
- Ensure team members reach agreement on the plan for the next operational period.

**Attendees:** OSC2-Planning, Air Operations, SOF2, FBAN, IMET (if staffed), RESL, SITL, SPUL or ORDM, COML, and MEDL. Additional C&GS personnel are encouraged to attend if available.

**Meeting length:** early in the incident or on more complex incidents, this meeting may last 45-60 minutes. Routine meeting are expected to last less than 30 minutes.

### Suggested agenda:

- |   |                    |
|---|--------------------|
| <input type="checkbox"/> Fire behavior & weather update   | FBAN/IMET          |
| <input type="checkbox"/> Brief review of accomplishments  | OSC2-Tactical      |
| <input type="checkbox"/> Plan development   | OSC2-Planning/RESL |
| <input type="checkbox"/> Review Significant planned events<br>(i.e. new divisions, spike camps, etc.) | RESL               |
| <input type="checkbox"/> Medical issues/concerns  | MEDL               |
| <input type="checkbox"/> Communication issues/concerns  | COML               |
| <input type="checkbox"/> Supply issues/concerns   | SPUL               |
| <input type="checkbox"/> Additional C&GS issues/concerns  | C&GS               |
| <input type="checkbox"/> Confirmation of resource order   | SPUL               |
| <input type="checkbox"/> All present approve plan   | All                |

### Comments:

- RESL – facilitates the meeting. Provides a complete list of all the resources available for the operational period being planned, as well as a copy of the previous day's Incident Action Plan. Works with DMOB to provide demobilization information.
- OSC2-Planning – will identify transportation, equipment and supplies needed, drop points and division breaks. This information will be shown on an ICS-204 for each division. Identify divisions, operational facilities, drop points, reporting locations, etc. Review the resources orders with SPUL.
- Air Ops – provides aviation expertise for strategy and tactics for operational plan
- FBAN/IMET – provide fire weather and behavior predictions for the operational period.
- SITL – plots map changes.

- SOF2 – reviews the division assignments and apply the principles of LCES.
- COML – ensures there are no radio communication gaps in the operational plan.
- SPUL – lists and places orders all resources needed.
- MEDL – ensures the operational plan can be supported with incident medical staff.
- LSC2 – attends meeting in the absence of any logistical unit leader.

### **Planning Meeting**

**Purpose:** The Planning meeting will be held for each operational period to present the next operational plan to the host unit(s) and local cooperators.

**Attendees:** All Command and General Staff will attend. In addition, the Agency Administrator, Resource Advisor(s), RESL, DOCL, FBAN, IMET, COML, MEDL and Air Operations should attend. Other team members may attend as requested.

**Meeting Length:** Every effort will be made to keep the planning meeting less than 30 minutes in length.

#### **Comments:**

- The PSC will normally facilitate the Planning Meetings. Following is a *suggested* agenda:

#### **ACTION**

#### **RESPONSIBILITY**

<input type="checkbox"/> Introduction	PSC2
<input type="checkbox"/> Set/Review Control Objectives/Strategy	PSC2
<input type="checkbox"/> Current Status and Accomplishments	OSC2-Tactical
<input type="checkbox"/> Weather/Fire Behavior Forecast	IMET/FBAN
<input type="checkbox"/> Review of Next Operational Plan	OSC2-Planning
<input type="checkbox"/> Air Operations	AOBD/ASGS
<input type="checkbox"/> Safety Considerations (Review ICS-215a)	SOF2
<input type="checkbox"/> Medical Considerations	MEDL
<input type="checkbox"/> Communications Plan	COML
<input type="checkbox"/> Logistical Coordination/Considerations	LSC2
<input type="checkbox"/> Adjust Tactics/Resource Needs as required	OSC2
<input type="checkbox"/> Financial Considerations	FSC2
<input type="checkbox"/> Information Considerations	PIO2
<input type="checkbox"/> Agency Concerns/Comments	Agency Administrator(s)
<input type="checkbox"/> Concerns/Agree to/Support the PLAN	All
<input type="checkbox"/> Closing Comments	ICT2

### **Operational Period Briefing**

**Purpose:** to ensure line personnel are properly briefed on the plan for the operational period.

**Attendees:** ICT2, SOF2, PIO2, OSC2, LSC2, PSC2, FBAN, IMET, FSC2, DIVS, Air

Operation, RESL, MEDL, COML and other unit leaders as appropriate.

**Meeting length:** The briefing should be kept to 25 minutes or less. (NOTE: that's about 1'30" each!!).

**Comments:**

- A briefing will be held for each operational period.
- Briefing is facilitated by the PSC2.
- It is important to keep the briefing organized and moving.
- Those making a presentation will do so by addressing the audience from the front of the briefing area. Do not read what is already written in the IAP, but do emphasize important items and needed adjustments.

**Suggested agenda:**

<u>ACTION</u>	<u>RESPONSIBILITY</u>
<input type="checkbox"/> Introductions	PSC2
○ Self introduction of IMT members at 1 <sup>st</sup> briefing	
<input type="checkbox"/> Incident Objectives (review)	PSC2
<input type="checkbox"/> Current Status and Accomplishments	OSC2-Planning
<input type="checkbox"/> Weather/Fire Behavior Forecast	IMET/FBAN
<input type="checkbox"/> Operational Plan for the Period	OSC2-Tactical
○ Air Operations	AOBD/ASGS
○ Safety Message	SOF2
○ Medical Plan	MEDL
○ Communications Plan	COML
<input type="checkbox"/> Logistics Message	LSC
<input type="checkbox"/> Financial Message	FSC
<input type="checkbox"/> Information Message	PIO2
<input type="checkbox"/> Human Resource Message	HRSP
<input type="checkbox"/> Agency Administrator Comments	Agency Administrator(s)
<input type="checkbox"/> Closing Comments	IC
<input type="checkbox"/> Unassigned Resources	OSC2-Planning
<input type="checkbox"/> Division Breakouts	DIVS (include roll-call)

**Daily Command and General Staff Meetings**

**Purpose:** to provide a consistent forum for communication and information sharing among C&GS. C&GS will address incident objectives and status, team issues, and problem solving at this meeting.

**Attendees:** ICT2, SOF2, PIO2, OSC2, LSC2, PSC2, FSC2, Air Operation, and DOCL. Other team members as requested.

**Meeting length:** This meeting is normally 15 to 30 minutes in length. Only in extreme circumstances should it last longer.

**Comments:**

- Facilitated by the PSC2.
- The DOCL will attend meetings and document discussion and highlight Team "lessons learned" for future reference.

**Suggested agenda:** A round table discussion will be held with opportunities for all to speak. The incident complexity analysis will be reviewed and updated as needed at the daily

Command and General Staff meeting. **Critical resource needs will be discussed at this meeting.**

### **Complexity Analysis Meeting**

The Command and General Staff, Air Ops, Fire Behavior Analyst, and the Documentation Unit Leader will review and/or complete an incident complexity analysis upon arrival at the incident.

### **Pre-Operational Review**

As appropriate, a daily pre-operational review will be held for prior to the morning Briefing. OSCs, DIVSs, Air Ops and other selected team members will attend.

### **Cooperator/Agency Administration/Incident Commander Meeting**

This meeting will be held daily, preferably immediately following the Planning Meeting, to review and sign the WFSA, and identify any issues and concerns of cooperators and the host unit(s).

### **DIVS/SITL/SOF2 Debriefing**

This debriefing will be held as appropriate following each operational shift to identify safety issues and share fire status information.

### **Section Meetings**

Section meetings may be scheduled as needed by each section chief to identify and address issues or concerns of section members.

## **Resources Unit**

The Resources Unit Leader is responsible for establishing all incident check-in locations and procedures, and maintaining an organized master check-in list of resources assigned to the incident. The check-in area will be well signed and located at or near the base entrance, convenient to incoming resources. The Resources, Situation, Documentation, and Demobilization work areas may be co-located. The Resources Unit will take the lead in compiling the ICS-203 and ICS-204s for the Incident Action Plan, with input from many others. This unit will supply the information regarding the numbers of assigned resources required for the bottom half of the ICS-209.

Under the guidance of the RESL, the Status Check-in Recorder (SCKN) will establish and manage all check-in locations as needed on each incident. The RESL or SCKN will work with Operations to collect check-in data at staging areas, drop points, etc. during the first operational period or as necessary.

## **Situation Unit**

The Situation Unit is responsible for the collection and organization of incident status and situation information and the evaluation, analysis, and display of that information for the

duration of the incident. The SITL is responsible for completing and updating maps needed for operational, planning, and logistical activities. Incident Action Plan maps should include a grid to facilitate the location of specific points on the incident. Facilities on the IAP map and Medical Plan, to which a helicopter may be dispatched, such as helispots, and hospitals, will have their longitude and latitude displayed in the IAP. The primary maps to be completed by the SITL include the following:

- ❑ Incident Action Plan Map
- ❑ Incident Location Map
- ❑ Operational Briefing Map
- ❑ Situation (table-top) Map
- ❑ General Display Map
- ❑ Facilities Map (coordinate with Facilities Unit Leader)
- ❑ Traffic Plan Map (coordinate with Ground Support Unit Leader)

Additional maps may be needed. However, requests for additional maps should be made through the Planning Section Chief. These requests will be prioritized and efforts made to complete maps as prioritized.

The SITL will take the lead in completing the ICS-209 Incident Status Summary, including the Continuation Sheet, to meet agency requirements. (NOTE: ensure all resources listed as critical needs have been ordered). This will require coordination with the Resource Unit, Fire Behavior Analyst, Incident Meteorologist, Finance Section, Planning Section Chief and Incident Commander. It is expected that the SITL will complete and forward the ICS-209 by 1800h daily.

The SITL will debrief Field Observers and Division Supervisors after each operational period. These debriefings will be used to update information on the incident perimeter; suppression accomplishments; and the addition of drop points, safety zones, water sources, helispots, etc, so that maps can be prepared with as much accuracy and detail as possible. **If Field Observers are not available, the SITL is responsible going to the fireline and collecting this data.**

**ICS-290 online access: Username: blm1423      password: summer**

## Fire Behavior/Weather

The Fire Behavior Analyst (FBAN) is responsible for collecting weather data, developing strategic and tactical fire behavior information, predicting fire growth, and interpreting fire

characteristics for use by incident personnel. (When requested, the Incident Meteorologist (IMET) will furnish the FBAN and others detailed microclimatic forecasts essential for safe and effective operations).

- Prepare a written fire behavior forecast for each operational period. If there are predicted weather factors that will affect air operations, such as inversions or unusual winds, these will be noted.
- **Provide pocket card or equivalent information to firefighters.**
- Prepare a burn plan in concert with Operations for all burnout operations.
- Attend planning meeting, strategy meeting, and operational briefings.
- Provide weather information for the incident in the absence of an incident meteorologist.
- Inputs to the ICS-209 Incident Summary will be provided to the SITL in a timely manner.
- Ensure all spot weather forecasts, significant changes in fire behavior and/or fire weather are communicated to all line supervisors.

## Documentation Unit

The Documentation Unit is responsible for maintaining accurate and complete incident files, providing document preparation and duplication services to incident personnel, and packing and storing incident files. The DOCL will take notes during the Agency Administrator Briefing and distribute to all Section Chiefs. The DOCL will track, maintain, and report on Unit Log (ICS Form 214) completions. All section chiefs, unit leaders, branch directors, and division supervisors will complete daily Unit Logs. The DOCL is responsible for collecting and copying IAP components. **To assist the DOCL, your IAP input must be completed before you go to dinner!**

The Documentation Unit will also be responsible for coordinating the completion of the final narrative report for presentation at the closeout meeting. At the end of the incident, the DOCL will deliver incident files to the Agency Administrator. The DOCL is also responsible for mailing copies of the final narrative and the team evaluation to RMCC.

## Demobilization Unit

Upon arrival at the incident, the PSC2 and/or the DMOB will assess the number of resources assigned, analyze transportation needs, and coordinate with host agency and Dispatch Center personnel to discuss demobilization priorities, strategies and procedures. The DMOB will develop the *Incident Demobilization Plan* for approval by Expanded Dispatch, the ICT2 and Command and General Staff.

Each section Chief is responsible to provide timely demobilization information, in writing, to the Demobilization Unit in accordance with the *Demobilization Plan*. Timely notice to the Demobilization Unit is considered to be **36-48 hours** in advance of desired demobilization date and time. This allows for needed planning time as well as time to seek reassignments for the released resources. The Demobilization Unit will post lists of pending Demobilizations in appropriate locations.

A draw-down exercise shall be initiated mid-incident to provide timely release information to the

Demobilization Unit. It is suggested that the draw-down exercise occur during the daily IAP Meeting and reviewed at the planning meetings.

Team members will be automatically demobilized by the Demobilization Unit. Therefore, Section Chiefs will not need to include team members on demobilization forms unless a team member is *not* leaving with the team. Section Chiefs will provide availability information on their section to the Planning Section prior to team's last shift.

## Training Specialist

Trainees will be utilized with the intention of providing a quality training experience during each assignment. Every effort will be made to ensure that:

- The trainees are qualified as trainees and will be fully involved on each incident.
- The trainers are fully qualified for the position and have the skills and desire to mentor.
- All of the required documentation is completed.
- Upon assembling for each assignment, the supervisor and the trainee will review the Taskbook and identify at a minimum, 5 tasks for completion during the incident. Task selection will focus on either tactical or planning activities and the trainee will spend the majority of the incident concentrating on either tactical or planning activities.
- The trainee's Taskbook will be re-evaluated periodically during the incident to assure that tasks are being completed during the assignment.
- If the incident is unable to provide meaningful training on selected tasks other tasks may be substituted so that the best possible training assignment is obtained.
- Trainees should expect that not all incidents provide a full range of opportunities for task completion and that it will likely take a minimum of four incidents to complete a taskbook successfully.
- **Performance evaluations will be completed for all contract crews, single resources, and equipment. Copies will be forwarded to the Region 2 Contracting Officer.**

## Computer Technical Specialist

Although assigned to the Planning Section, the Computer Technical Specialist (CTSP) provides technical support to the Incident Management Team. The CTSP will work most closely with Planning and Finance Sections. The CTSP is responsible for:

- Assisting with the transfer of incident data from ROSS to I-Suite.
- Ensuring all appropriate computer equipment is mobilized to the incident.
- Maintaining an inventory of all team computer equipment.
- Developing a contingency plan for mobilizing equipment when it is not feasible to drive the equipment to the incident.

# OPERATIONS SECTION – GENERAL GUIDELINES

This team will typically function with one OSC2 assigned Planning and Administrative Support duties and one OSC2 assigned tactical responsibility per operational period. Roles of each are outlined and these responsibilities are shared by each OSC from incident to incident.

Operational roles will necessarily change when it has been determined that two shifts will be utilized in our daily operations.

## Operational Period

The operational period during an incident assignment is usually from 0700 to 2100 hours. Operations will be conducted during a day shift period to maximize fireline personnel safety and overhead efficiency. If a situation warrants, night shift operations will be added to the daily schedule. Operational periods may vary by fuel type, agency administrative direction, availability of resources, weather and incident type. Operational periods are established for the incident by the IMT with specific considerations for the operational complexities of the incident.

## Operations Section Chief-Planning

- Primary contact between Operations Section and Command and General Staff with the expectation that most time will be spent at ICP.
- Attends scheduled planning and strategy meetings for interaction with other staffs.
- Develops the operational portion of the ICS 215 in conjunction with the RESL in advance of the scheduled planning meeting.
- Develops the ICS-215(A) in conjunction with the Safety Officer.
- Assigns and briefs incoming resources assigned to the Operations Section. On large incidents this may only be a general briefing with the DIVS conducting the area specific operational briefings.
- In conjunction with OSC-tactical, determine resource demobilization priorities and initiate recommendations for release through Plans in advance of action.
- In conjunction with LSC, determine operational logistics needs (i.e. transportation, food, supplies).
- Determines excess resources and in conjunction with the LSC provides scheduling for demobilization.
- Assists, as requested by IOF, with public information/education efforts.
- Reports information about special activities, events and occurrences.
- Maintains unit log (ICS-214).
- Drafts operations narrative portion of incident summary.

## Operations Section Chief-Tactical

- Conducts situation update portion of operational period briefing.
- Conducts tactical operations in conjunction with Division Supervisors with expectation that

most time will be spent on the incident.

- Approves all changes in tactical operations and reports changes to IMT through Planning OSC.
- Provides information to the Planning OSC for Incident Action Plan Development including the ICS-215 and ICS-215A in a timely manner.
- Supervises incident operations. Includes development of alternate strategy and tactics. It is important that the DIVS be a primary source of information in the development of all tactics.
- Assembles and disassembles Strike Teams and Task Forces assigned to the Section.
- Determines all needs and requests for additional resources in anticipation of need.
- Reports information about near misses, special activities and events.
- Maintains unit log (ICS-214)

## Air Operations

- Air Operations is a member of the Operations Section. Air Operations coordinates aircraft needs between both the OSC2-Planning and OSC2-Tactical.
- Air Operations is responsible for the overall safe and efficient management of all incident air operations.
- Attends planning meetings and provides input to the IAP specifically preparing the ICS-220 Air Operations Summary.
- Provides air operations portion of daily briefing
- Requests, modifies and/or cancels 91.137, Temporary Flight Restrictions.
- Coordinates with Air Operations on adjacent incidents and Area Command as needed.
- Reports aviation incidents and or accidents to host unit aviation manager, regional/state aviation manager and Safety Officer.
- Orders aircraft, overhead personnel and other aircraft related needs for the incident.
- Drafts air operations narrative portion of incident summary.
- Supervises and coordinates between ATGS and ASGS.
- Submits daily aircraft costs to Finance Section.
- Reports information about special activities, events and occurrences.
- Maintains unit log (ICS-214).

## Division/Group Supervisor

- Responsible for safety and welfare of personnel assigned.
- Responsible for assignment of personnel and resources within the division. Review assignments with subordinates utilizing LCES to provide for safe and effective operations.
- Resolves logistical problems within the Division. Orders supplies, transportation, etc, from the appropriate unit through the Communications Unit. Plan ahead to consolidate orders/requests. Anticipate the supplies and equipment for the next operational period.
- Ensure assigned personnel and equipment gets to and from the line in a timely manner. Each DIVS should contact Ground Support through Communications, approximately **two hours** before the end of each shift to confirm numbers of crews and pick-up points for the shift change.
- Keep supervisor informed on position, progress, significant events, hazardous situations, and resource needs on the division.

- Request aerial support through Air Tactical as needed.
- Coordinate activities with adjacent divisions. DIVS has the authority to reassign excess personnel and resources to meet unforeseen needs in adjacent divisions. Inform Operations of reassignments.
- DIVS must contact the Operations Section prior to 1600 daily with resource needs and tactical information for the scheduled IAP and Planning meetings.
- Serves as the primary source of intelligence for assigned area. Debriefs with the SITL after each shift to inform them of progress, line locations, drop-points, etc, on division.
- Responsible for a post-operational debriefing with Operations and SOFR.
- Notify LSC through the Communications Unit when last resource is off division for the operational period.
- Maintain unit log (ICS-214).

## Daily Operations Activities

Operational briefings will usually be held at 0630. Briefings are facilitated by the PSC with input from the Command, General Staff and other team members as needed. Briefings are held to 25 minutes and all overhead (crew bosses and above) are expected to attend. Line personnel are expected to be en route to their assigned locations 30 minutes after completion of the briefing.

When operations are being conducted 24 hours a day, at least one Operations Section Chief will be on duty at all times. During the first few hours of an assignment, both Operations Sections Chiefs may be on duty working separate aspects of the operations section.

Strategy/Planning meeting schedules are established by Plans with input from other sections. Operations Section will have at least one representative at all scheduled meetings.

## Incident Involving Incident Resources-Outside the Delegated Authority

In this instance, the Team will be in an assisting mode to the local jurisdiction. This may involve resources requested by the forest, district, county or city. We have no legal responsibility, but are asked to assist. For example, if an aircraft assigned to the incident crashes outside the delegated geographic boundary, assistance may be requested from the Team. The local jurisdiction has authority of the scene.

## Initial Attack Planning

If initial attack responsibility is negotiated during the Agency Administrator Briefing upon arrival at an incident, an Initial Attack Plan will be developed by Operations in conjunction with Plans to address the geographic boundary of responsibility. The plan will be completed within 12 hours of accepting responsibility for approval by the Line Officer. A copy of the approved plan will reside at the dispatch center having the usual initial attack dispatch responsibility. When appropriate, the Initial Attack Plan will be included in the IAP on an ICS-204 Division Assignment List.

## Structural Protection Planning

The Operations Section will establish a Structural Protection Branch or Group when the IMT is assigned to an incident involving a wildland/urban interface or when the incident is posing a threat to structures. Local fire departments and agencies that have responsibility for protection of structures will be used initially as a primary source of staffing, equipment and local expertise.

The Structural Protection Group's initial responsibilities include:

- Assessment (Map) of structural protection needs (structural triage).
- Ordering requests for personnel and equipment and coordination through IMT.
- Development of Evacuation Plans. Plans must be coordinated with local agencies with public protection responsibility.
- Identification of key cooperators (internal and external)
- Homeowner identification.
- Evacuations in coordination with local agencies.
- Structural Protection Plan.

## Use of Retardant/Bucket support

Aerial Retardant Ordering and Priorities: Division Group Supervisors have the authority to order aerial retardant/bucket support. Tactical OSC normally sets the priorities for retardant use at the start of each operational period. Ordering procedures will be included in the IAP and at operational briefings.

## LOGISTICS SECTION – GENERAL GUIDELINES

- Each Unit Leader is expected to staff the function based on anticipated needs of the incident.
- All Unit Leaders will delegate when possible and follow up on assignments.
- Each Unit Leader is expected to handle all problems within the unit. If there is a problem that falls outside the range of authority, the Logistics Section Chief should be notified immediately.
- Briefing sessions will be held daily within the Logistics organization if possible.
- All orders for personnel, equipment and supplies will be placed with the Supply Unit Leader. All orders submitted to the Supply Unit Leader will be in writing (ICS 213) and signed by the functional chief or a designated representative.

## Supply Unit Leader

- The Logistic Section Chief or Supply Unit Leader (if on scene) will receive the initial orders from other functions after the Agency Administrator Briefing and place the initial

orders as soon as permission is granted.

- As described in the RMA Interagency Incident Mobilization Guide, Dispatch Centers will process Supply Orders until the IMT assumes management of the incident. At that time, the IMT will take over incident Supply Orders and will maintain control of issuing Request Numbers for incident order (23.1 MOBILIZATION).
- If a helibase is in use, a small cache of filled cubitainers, MRE's and hand tools will be kept at the helibase to provide for quick responses to operational needs.
- Receive lists of supplies from Division Supervisors that are needed for next operational period. This can be done by radio or telephone.
- Be prepared for storms, spike camp situations, and other contingencies.
- The SUPL or Ordering Manager will attend the Pre-Planning Meeting to coordinate development of a list of resources to be orders. The SUPL or Ordering Manager will place the order following the Pre-Planning Meeting.

## Ground Support Unit Leader

- Crew and tool transportation will normally be organized and assigned according to divisions and drop points. Trucks/buses will be placarded with division and drop point so that crews can easily find the right one.
- All vehicles will be inspected on the incident.
- All vehicles assigned to the incident will be inspected.
- Have one person keep an updated equipment inventory.
- Time records need to be audited every other day.
- Hold safety meetings with all vehicle drivers.
- All roads should be checked and drop points marked as soon as possible.
- Brief and escort troop carrier (Military) drivers to drop points if possible (the sooner the better), so they know where they are taking crews.
- Coordinate with Division Supervisors to call in about 1400 each afternoon (or 0400 on night operational period) to confirm numbers of crews and pickup points for the shift change.
- Inform Food Unit Leader when last crew is due to arrive in camp.
- 

## Facilities Unit Leader

- Provide and coordinate adequate space needs with all units.
- Coordinate national contractor administration with Logistics Chief and Contracting Officers Technical Representative (COTR).
- Insure that all land and facility use agreements are properly documented with Finance and Procurement. Perform and document pre and post use inspections.
- Locate Medical and Communications units near each other to better facilitate medivac operations.
- Provide for briefing area.
- Prepare facilities map (coordinate with SITL).

## Communications Unit Leader

- Determine how incident communications will be managed.
- Complete the Incident Communications Plan (ICS-205) per the incident schedule.
- Priority for allocating radio resource
  - 1st PRIORITY

Ops Section Chief	1 radio each
Safety Officers	1 radio each
Divisions	3 radios per division minimum
Air operations	1 radio
ICP (Comm unit)	1 radio
  - 2<sup>nd</sup> PRIORITY

Division(s)	2 radios
Medical Unit	1 radio
Air Ops	3 radios
IOF2	1 radio
  - 3<sup>rd</sup> PRIORITY

Cover needs in this order:

    - Divisions
    - Field observers
    - Fire Behavior Analyst
    - Plans (1)
    - Supply (1)
    - Ground Support (1)

## Food Unit Leader

- If incident is expected to exceed **150 people** (total), a national caterer will need to be ordered.
- Coordinate national contractor administration with Logistics Chief and COTR.
- Invite local health department to conduct food operation inspection.
- Sample and test potable water supply for bacteriological contamination as soon as possible.

## FINANCE AND ADMINISTRATION SECTION

The Finance/Administration Section's responsibilities are to:

1. Complete and safeguard all financial records and documents for an incident,
2. Record and complete documentation for all crew and overhead personnel time,
3. Administer existing agreements, contracts and MOUs; negotiate additional agreements

- needed at time of incident in accordance with incident agency requirements; and prepare use invoices for all equipment as required for payment,
4. Complete administrative documentation for injuries and ensure that needed medical treatment is authorized and documented,
  5. Accept all claims against the incident and provide additional documentation at agency request, and
  6. Collect all cost data, provide daily and final cost estimates, and perform cost effectiveness analyses.
  7. Monitor work/rest guidelines.
  8. Will be involved with all cost share agreements.

The Finance Section will strive to maintain positive working relationships with all incident personnel, local cooperators, and external contacts. The FSC will be available whenever possible to discuss or clarify any issues or concerns, and will brief section staff daily. Operating procedures, schedules, responsibilities and expectations will be established and communicated as soon as possible on an incident. Office hours will be posted and a level of staffing will be maintained appropriate for incident activity. All unit leaders are expected to complete the ICS-214 Unit Log daily. We will communicate the Section's needs at briefings and team meetings. Appropriate information will be shared with all members of the IMT at every opportunity. The FSC will participate fully in IMT meetings and discussions, in order to better perform the duties of the Finance Section, as well as safeguard records and supplies, and provide for the needs of section personnel.

As appropriate and with the local incident agency's approval, the I-Suite automated program will be utilized for personnel and equipment time recording (ITS) and cost estimate summaries (ICARS).

Documentation for the final incident finance package will be organized in accordance with IIBM Chapter 40 guidelines, as well as any local incident agency requirements. Documents will be created, maintained and reviewed in an organized manner. The incident finance documentation is the only record we leave; we want it to reflect a professional, accurate and thorough approach to our duties. This documentation provides the basis for all payments and reimbursements made on behalf of the incident. A list of all Finance Section personnel will be included in the final finance package. Whenever possible, the FSC will review the details of the finance package with the incident agency administrative and/or fiscal personnel prior to departure from the incident.

## Time Unit

Incident personnel and crews will report time daily on SF-261 Crew Time Report (CTR), signed by their incident supervisor. Special pay (i.e., travel, hazard) and exceptions to meal breaks must be noted on the CTR. Time Unit personnel will not change hours reported on a CTR nor post time to an OF-288 Emergency Firefighter Time Report (EFTR) based on a verbal report. Incomplete documents will be returned to the proper section or unit for clarification or

completion.

All personnel/crews/engines should total their hours on the CTR prior to getting supervisors signature. Shifts in excess of 16 hours will be justified and approved in writing by the Incident Commander prior to turning into Time Unit. Travel to incident also needs to be approved by the IC if it exceeds 16 hours. Meal breaks taken within the shift count towards the 16 hours maximum in order to adhere to the work/rest ratio requirement. All personnel/crews/engines should total their hours on the CTR prior to getting supervisors signature. All incident personnel are encouraged to review their EFTR prior to demobilization. The Time Unit will be open before and after each operational period shift change. The Time Unit Leader will resolve or reconcile issues and problems promptly and, if necessary, refer situations or issues to the FSC for resolution.

## Procurement Unit

The Procurement Unit Leader is responsible for administering applicable contracts and agreements in place and initiating any OF-294 Emergency Equipment Rental Agreement (EERA) necessary for the duration of the incident. The Procurement Unit may also provide procurement support for the IMT, if not otherwise provided by the incident agency or buying team. The Procurement Unit Leader will be a resource for contract interpretation and administration, available to any incident IMT section or unit, incident agency or procurement personnel dealing with contracted services.

All IMT personnel responsible for contracted services or equipment are required to submit time daily. All contracted equipment and resources, as well as many cooperator resources, will report work time on the OF-297 Emergency Equipment Shift Ticket. Procurement Unit personnel will not change time reported on a shift ticket, so incomplete or unclear documentation will be returned to the proper section or unit for completion or clarification. Equipment time will be recorded and summarized on an OF-286 Emergency Equipment Use Invoice. The Procurement Unit assembles necessary support documentation in accordance with the appropriate contract, EERA or agreement. This documentation is the basis for payments made to contractors and cooperators assigned to the incident. The Procurement Unit will be open before and after each operational period shift change. Contractor claims will be handled, as much as possible, by the Procurement Unit Leader or agency contracting personnel, prior to demobilization from the incident. Incident personnel will be expected to provide supervisor and witness statements as appropriate. The unit leader will work closely with buying team prior to closeout to ensure that documentation of equipment packages is as clear and complete as possible and that any follow-up actions are clearly identified.

## Compensation for Injury/Claims Unit

The Comp/Claims Unit Leader can be located with either the Finance Section or the Medical Unit. **The COMP's sleeping area will be identified for locating during night time hours and this information will be provided to the MEDL, Security and the night shift RADO.**

Regardless of location, the COMP will be available with the Medical Unit during shift changes. If Agency Provided Medical Care (APMC) is in place through the incident agency, the

Comp/Claims Unit Leader will determine the status and process for APMC. The unit leader will be available to assist with necessary paperwork and transportation to medical care at all times. The appropriate copies of comp for injury forms will be attached to the employee's EFTR and copies retained for the final finance package.

The Comp/Claims Unit Leader assists government employees with proper documentation and acceptance of claim forms for lost or damaged personal gear. No final claim determination will be done on the incident; documentation will be forwarded to the employee's home unit/agency for resolution. If private individuals or landowners wish to file a claim, the unit leader documents acceptance, and, if specified by the incident agency, may provide supplemental information, photographs, and witness statements to the incident claim package. Contact information for the responsible agency person dealing with claim resolution will be provided to the claimant. Copies of all claim documents, as well as originals of supplemental information, photographs, negatives, and videotapes remain with the finance package and the incident agency.

Specific needs of the Comp/Claims Unit include frequent access to copier and telephone, prompt photo developing, and determination of incident agencies desires regarding claim documentation of threatened property and structures. A videographer may be necessary for large or complex claim documentation situations.

## Cost Unit

If the Cost Unit Leader position is not filled, the FSC will use geographic area cost guidelines to estimate daily cost. The WFSA will be validated and financial information revised as needed. A schedule will be established to provide daily cost summary information to the Planning Section for the ICS-209 Incident Status Summary. Daily input is requested and expected from Air Operations, Supply Unit, Procurement Unit, Facilities Unit, Food Unit and any other areas with cost information. The IC, Section Chiefs, Air Operations, and Safety are expected to review cost data and make recommendations concerning fiscal responsibility and resource management. The Cost Unit will provide daily cost estimates to the host unit as requested.

# Appendix A: 2006 INITIAL RESOURCE ORDER

## RMA IMT2 - TEAM A

### **General**

Following the initial call from the Incident Commander, the Logistics Chief will contact dispatch and negotiate placement of an initial order. **These items are those deemed necessary by the Command and General Staff as essential regardless of the Incident. Several items are the result of national requirements.** The initial order will consist of the following items:

## PERSONNEL

### **Command Overhead**

- (2) Safety Officer (SOF2)
- (1) Human Resource Advisor (HRSP) (if over 250 people)
- (1) Union Representative (if over 300 people)

### **Information Section**

- (2) Type 3 PIOs, Trainees okay, local if possible

### **Logistics Section Overhead**

- (2) Base Camp Manager (BCMG)
- (2) Communication Technician (COMT) (1 Trainee OK)
- (1) Contracting Officer's Technical Representative (COTR) when national caterer/shower unit ordered
- (1) Equipment Inspector (EQPI)
- (2) Equipment Manager (EQPM)
- (4) Emergency Medical Technician – (2) EMT-P, (2) EMT-B or EMT-I (Line Qualified); One female preferred, if available **w/4x4 – Transportation and Basic Medical Equipment (Including BLS Gear)**
- (1) EMT (I or B), does not need to be line qualified
- (1) Food Unit Leader (FDUL)
- (1) Incident Communications Manager (INCM)
- (2) Ordering Manager (ORDM)
- (1) Expanded Dispatch Support Dispatcher (EDSD) with ROSS experience
- (2) Receiving and Distribution Manager (RCDM)
- (2) Radio Operator (RADO)
- (2) Security Manager (SEC2) - (4) if Wildland Urban Interface Incident

### **Planning Section Overhead**

- (5) Field Observers (FOBS)
- (1) Geographic Information Specialist (GISS)
- (1) Incident Meteorologist (IMET)

### **Finance Section Overhead**

- (1) Equipment Time Recorder (EQTR)

- (1) Personnel Time Recorder (PTRC)
- (1) Procurement Unit Leader (PROC)

### **Operations Section Overhead**

- (1) Structural Fire Protection Specialist (SFPS) (When required)
- (2) Strike Team/Task Force Leader (STLR/TFLD)
- (1) ATGS w/platform
- (1) ATGS(T)
- (1) Helibase Manager Type 2 (HEB2)

### **Operations Section Equipment – Crews**

- (2) Camp crew – 10-person camp crews. Include crew supervisor. **OR** (1) 20-person camp crew. Include crew supervisor, 1 crew boss and 2 squad leaders)
- (2) Type 1/Type 2 IA Crews w/transportation and tools.
- (2) IHC Crews w/transportation and tools (will accept a trainee IHC crew)

## **EQUIPMENT**

### **Operations Section Equipment – Equipment**

- (2) Type 3 Engines (4x4)
- (3) Type 6 Engines (4x4)
- (1) Type 1 **Tactical** Water Tender (with a minimum of 2 personnel)
- (1) Water Truck with spray bar for dust abatement (ICP and helibase)
- (4) ATVs with Helmets
- (20 LG) NFES 1239 HOSE, synthetic, lined 1/5" NH x 100', (2/BX)
- (30 LG) NFES 1238 HOSE, synthetic, lined 1"
- (30 LG) NFES 1016 HOSE, garden, synthetic 3/4" NH x 50', (20/BX)
- (20 EA) NFES 0231 VALVE, Wye, gated, 1.5" x 1.5" x 1.5" NH, (10/BX)
- (20 EA) NFES 0259 VALVE, Wye, gated, 1" x 1" x 1" NPSH, (10/BX)
- (50 EA) NFES 0272 VALVE, Wye, gated, .75" x .75" x .75" NH
- (40 EA) NFES 0136 NOZZLE, garden hose, .75" NH, adjustable brass
- (20 EA) NFES 0024 NOZZLE, twin tip, combination, 1" NPSH, 20/BX
- (20 EA) NFES 0230 TEE, hoseline w/ valve 1.5"NH-F x 1.5" NH-Mx1"NPSH-M
- (20 EA) NFES 1809 TEE, hoseline, 1" NPSH-F x 1" NPSH-M x .75" NH-M
- (5) WRAP, Structure
- (4 EA) NFES 0668 TANK, collapsible, 1800 GL, free standing
- (2) NFES 6031 – Tank collapsible, 6000 gallon
- (12 QT) NFES 0341 OIL, 2 cycle (1 2/BX)
- (6 EA) NFES 0606 CAN, gasoline, safety, 5 GL
- (20 EA) NFES 0010 REDUCER, 1.5"NH-Fto 1"NPSH-M, (10/BX)
- (20 EA) NFES 0733 REDUCER, 1" NPSH-F to .75" NH-M, (10/BX)
- (6 EA) NFES 0772 MOP-UP KIT, Lateral Line, 3 –wand
- (20 PL) NFES 1145 FOAM, concentrate, Class A, liquid, 5 GL
- (6 EA) NFES 0241 – Torch Drip 1 ¼ GL
- (50 EA) NFES 0146 – Pulaskis, 5 boxes
- (50 EA) NFES 0171 – Shovels, 5 boxes
- (20 EA) NFES 1180 – Combi tool, 2 boxes
- (24 RO) NFES 2401 – Ribbon, flagging, dark pink, 1 in. wide

- (9 RO) NFES 0566 – Ribbon, flagging, escape route
- (9 RO) NFES 6066 – Ribbon, flagging, killer tree
- (2) NFES 0670 – Pump kit, lightweight, 25-45 gpm (Shindaiwa or equivalent)
- (4 EA) NFES 0870 PUMP KIT, Fire, Portable (Mark III)
- (10) NFES 0920 – Sprinkler Kits
- (4) NFES 0340 – Chainsaw Kits
- (10) Original topo maps of fire area, scale 1:24,000 or 7.5 minutes
- (12) Agency maps

### **Operations Section Equipment – Aviation**

- (1) Type II Helicopter – High Altitude (Standard Category w/Module)
- (1) Type III Helicopter – High Altitude
- (1) Type III Helicopter module
- AM Air to Air frequency (Vector)
- FM Air to Ground frequency
- Deck frequency will be ordered through COML
- Temporary Flight Restriction (TFR)
- (11) NFES 0437 – Bag, Slingable Water, Suppression, 55 gal.
- (6) NFES 0531 – Net, Cargo 12 x 12
- (6) NFES 0526 – Swivel, Cargo 3,000 lb.
- (6) NFES 0528 – Lead Line, 12 ft., 3,000 lb.
- (3) NFES 0307 -- Fire Extinguishers
- (1) NFES 0520 – Helicopter support kit
- (1) NFES 0270 – Air Operations kit
- (1) NFES 1040 – Crash rescue kit
- (1) NFES 0650 – S.K.E.D. kit

### **Support Equipment**

- (2) Copy machines, w/daily maintenance, w/3 boxes paper (8.5 x 11), w/1 box paper (11 x 17), w/toner for 5000 copies, w/collator (One must meet the following requirements: minimum 20-slot collator, minimum 40 copies per minute, enlarge/reduce, duplex feature, copies 11 x 17 as well as 8 ½ x 11, nice if holds more than one ream of paper, extra toner, 24 hour maintenance) OR copy service.
- (4) Fax/Copy Machine (plain paper)
- (1) Cross-cut paper shredder
- (1) Flip chart stand
- (1) Pad flip chart paper
- (2) LaserJet printers with spare toner cartridge
- (1) Color InkJet printer with spare toner cartridge (11" x 17" capable)
- (6) Utility Vehicles (Blazer/Explorer type) 4x4; without drivers
- (8) Pickup trucks, full size 4x4; without drivers
- (4) Pickup trucks, full size 4x4; with drivers
- (6) Office Trailers, **OR** (6) NFES 0540 Shelter kit 18', octagon w/evaporation coolers when office space is not available.
- (1) National caterer (150 people)
- (25) Portable toilets, w/daily maintenance (Includes initial helibase needs)
- (1) Potable water tender, 2500 gallons; with bacteriological test
- (1) Graywater tender, 2500 gallons
- (2) Dumpster, 30 cu. Yd. Capacity, **w/daily maintenance**

- (1) Shower Unit
- (20) Cellular telephones w/local numbers, extra batteries, battery chargers, vehicle adaptors **negotiable as needed**)
- (6) Satellite Phones (**if no cellular service**)
- (1) Whisper-Lite Generator type 25+ KW, with electrician for hard wiring
- (2) Light Trees w/generators
- (20) Phone lines
- (3) Gators or Mules
- (2) 16 ft. or 18 ft. Ryder or U-haul Truck (without driver)
- (1) Refrigerator Unit – truck or trailer with stairs or ramp
- (1) Hand washing station 8-sink, w/hot water
- (1) Hand washing station 2-sink, w/hot water (for medical unit)
- Fuel Service, unleaded gas and diesel (must have small nozzles capable of filling autos)  
**Must be available 0600-0900 hours and 1800-2100 hours.**  
**If fuel truck, must have ground cover under truck to avoid spills.**

## SUPPLIES

- (1) NFES 2069 – Mobile Cache Support Van
- (1) NFES 7069 – Subkit for Mobile Cache Support Van
- (1) NFES 4390 – ICS Radio starter system
- (1) NFES 4253 – UHF Link kit
- (1) NFES 1760 – First Aid kit, 100 person
- (1) NFES 1835 – First Aid Station field 500+ person (**MEDL qualified and authorized to receive**)
- (300 PG) NFES 0030 – 1.5v, AA Battery
- (18 PG) NFES 0033 - 1.5v, Battery Size D
- (36 EA) NFES 1034 – Holder, Radio Battery
- (48 EA) NFES 1023 – 7.5v, Hotshot battery
- (16 EA) NFES 1233 – 6v Hotshot battery
- (50) Cases, 24/case, 16 oz. Bottled water
- (25) Cases, 24/case 16 oz. Sport drinks, assorted flavors (Propel preferred)
- (400) Pounds cubed ice, 8-10 pound bags
- (10) 48 quart ice chests
- (150) Sack lunches
- (50) Hand-wash disinfectant (**sanitizer, NOT SOAP**)
- (4) 4' x 8' half inch plywood (Information)
- (12) 8 foot 2 x 4s (Information)
- (3) Reams 8 ½ x 11 pink paper (Finance)
- (2 BX) 1/3 cut file folders, 100 per box (Finance)
- (2 BX) 1.44 MB 3.5 inch CH computer floppy disks (10 per box)
- (3 BX) CD-R with jewel cases (25 per box)
- (1 PG) 50 CD Labels
- (24 EA) Blue pens (Finance)

### **Organizing Documents (as required by Federal Records Center Standards)**

- (6 EA) Stackable plastic storage bins with a hinged, interlocking lid, capable of accommodating standard hanging file folders (2 EA Finance)
- (1 PKG) NFES 8366 Avery Labels
- (4 BX) Files, 100/BX (1 BX Finance)

(8 BX) Hanging Folders, 25/BX (4 BX Finance)

(8 PKG) Hanging Folder Tabs, 3 ½" (1/3 Cut, Clear) 25/BX (4 PKG Finance)

(3 EA) Plastic boxes with hanging file capability, letter size (Finance)

*The following people are name requested and have been called and are available to fill the positions for this incident:*

<i><b>NAME</b></i>	<i><b>POSITION</b></i>	<i><b>DISPATCH</b></i>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

## Appendix B: INCIDENT INITIAL ATTACK PLAN

The Incident Initial Attack Plan should be included in the Incident Action Plan (IAP) as an ICS-204 Division Assignment Sheet.

1. Initial Attack-Definition of Geographic Area (Map)
2. Detection and reporting procedures
  - a. Local unit dispatch
  - b. Incident personnel
3. Team IA Response and Ordering Procedures
  - a. Operations
  - b. Communication Unit
  - c. Helibase
  - d. Air Attack
  - e. IA Group Supervisor
  - f. Staging
4. Notification and Follow-up
  - a. Local unit dispatch
  - b. Agency representative
  - c. Operations and intra-team
5. Communication - Frequency Assignments
  - a. Local
  - b. NIFC
6. Resources assigned to IA Group
  - a. Crews
  - b. Engines
  - c. Overhead personnel
  - d. Other personnel and equipment
7. Aircraft assignment and use (attachment #\_)
8. Extended attack and escaped fires
  - a. Determination and notification
  - b. Team and agency responsibilities

## Appendix C: STRUCTURAL PROTECTION - QUICK ACCESS PLAN

1. Subdivision Name
2. Agency/Fire District and Law Enforcement
3. Subdivision/Area Description
4. Resources Responding or on scene and mode
5. Ingress / Egress
6. Evacuation Status
7. Fire Behavior Prediction
8. Incident priorities
9. Strategic Goals
10. Tactical Objectives
11. Water resources
12. Hazards to Personnel Identified
13. Triage Status
14. Resources Needed
15. Problems Anticipated

# Appendix D: STRUCTURE PROTECTION PLAN

## I. General Information

- A. Location, direction & distance from fire
- B. Evacuation plan and status
- C. Size, type and distribution
- D. Access primary and secondary routs, ingress and egress situation
- E. Evacuation responsibility
- F. Utilities responsibility
- G. Protection responsibility
  - 1. Structural Fire Protection
  - 2. Wildland Fire Protection
- H. Water availability and location
- I. Staging areas

## II. Strategic Goals -- Command Responsibility

- A. Ensure life safety
- B. Protect structures
- C. Protect exposures
- D. Extinguish fire

## III. Tactical Objectives—Develop a Plan

- A. Evacuate and/or shelter in place
- B. Establish traffic control
- C. Manage utilities
- D. Brief fire and law enforcement crews on communication, safety, and hazards
- E. Resource assignments
- F. Perform structural triage
- F. Hazards mitigation
- G. Pre-treat and mitigate structures
- H. Establish control lines and tender shuttles
- I. Coordinate possible burnout opportunities
- J. Evaluate current plan and adjust as necessary.

## IV. Equipment/Resource Typing

- A. Type I and or Type III engines will be used for structure protection. Foam proportioning and compressed air foam units will be used for pretreatment activities.
- B. Strike Team and Task Force Leaders should be proficient in urban interface tactics.
- C. Hand Crews or Mitigation Crews will be used to perform mitigation activities, develop defensible space and help pre-treat structures.

## V. Structural Triage Analysis/Preplan

- A. Initial site specific structural triage assessment
  - 1. Stand alone *no protection required*
  - 2. Little effort required *patrol status*
  - 3. Maximum effort required *on site resources needed*
  - 4. Non-defensible structure
- B. Establish a comprehensive site-specific structural hazard assessment
  - 1. GIS based structure assessment program
  - 2. Hazard assessment weighted in order of Fuels, Topographic Influences, Building Materials, Access, and Fire fighting resources.
  - 3. Use information generated to establish plan, brief resources and educate local agency & community.

# Appendix E: CRITICAL INCIDENT STRESS MANAGEMENT

## **Objectives**

Critical Incident Stress is described as "any event that overwhelms the normal coping mechanism of the emergency responder." The collective objective of the IMT is to:

- 1) Immediately initiate actions that mitigate the impact of the critical incident.
- 2) Provide peer counseling to minimize adverse impacts to and support the personnel affected by the incident.
- 3) Maintain ongoing incident operations and support to the fullest level possible.

## **Organization, Roles and Responsibilities:**

- A CIS Functional Branch will be created and coordinated with the Agency Administrator to more efficiently manage the critical incident within the primary incident.
- The Planning Section Chief (or other position as designated by the IC) assumes the role of the CIS Functional Branch Director (or critical incident manager) while keeping the IC briefed.
- The Information Officer, Safety Officer, Logistics Section Chief, and the Finance Section Chief, will identify and make available key section staff to assume leadership roles for management of the critical incident and prepare a pre-arrival information package for all outside intervention resources.
- Other team members are made available for support depending upon the type and complexity of the critical incident.
- In the event of fatality, the CIS Functional Branch Director initiates formal notification of the appropriate Line Officer or his/her acting. The appropriate steps are taken as defined in FSH 5109.34, Interim Directive 34-96-2 of the Interagency Fire Business Management Handbook relative to on-site fatality protocol.
- The Functional Branch Director initiates ordering of the appropriate and fully trained intervention resources.
- The IMT works jointly with an assigned Intervention Team to develop a critical Incident Action Plan. The Incident Commander approves this plan.
- The Functional Branch Director serves as the liaison with the intervention resources and appropriate local unit/agency and assists in the coordination of any internal/external investigations related to the critical incident. The Functional Branch Director will assure open communications through the joint review and closeout.

## Appendix F: TRANSITIONS and TRANSFER OF COMMAND

The Incident Management Team (IMT) will work with the initial attack forces or current management team on establishing as smooth a transition as possible. The IMT will attempt, wherever possible and appropriate, to incorporate local resources into the IMT organization. In the event of a transition to another management team, the IMT will coordinate with the agency administrator to facilitate an official time for the incoming team to take over the incident. It is the policy of the IMT to transfer command of an incident at the beginning of an operational period if at all possible.

The Incident Commander will assure the transfer of command is completed in a professional, timely, smooth, and efficient manner. At a minimum, all Command and General Staff should attend the transition meeting. If unable to attend the transition meeting all Command and General Staff will coordinate with their counterparts on the incoming incident management team.

The Fireline Handbook, CHAPTER 3 – TRANSITION, should be used as a guide during transitions. The Planning Section is responsible for collecting the appropriate information and preparing the transition plan.

# Appendix G: AIR OPERATIONS GUIDE

## General Air Operations Information

- *Our objective is to conduct Incident Management Team air operations safely, efficiently and effectively by the cooperation of all regular and assigned team member's, and the use of the following procedural guidelines.*
- *The use of comprehensive Risk Management (hazard identification, risk assessment and control procedures, see p. 9), coupled with sound decision-making, adherence to policy and supervision, will accomplish this mission.*

## Air Operations Positions

Air Operations Branch Director (AOBD) – Reports to the Operations Section Chief and is responsible for all incident aviation activities. AOBD is responsible for preparing the air operations portion of the Incident Action Plan. The AOBD is responsible for ordering and supervising the ASGS and ATGS positions; or in the absence of those positions, fulfilling their roles and duties. In the absence of the AOBD position, this role is the inherent responsibility of the Operations Section Chief (OSC).

Air Support Group Supervisor (ASGS) – Reports to directly to the AOBD and is responsible for supporting and managing helibase and helispot operations and for maintaining liaison with fixed wing airbases.

Air Tactical Group Supervisor (ATGS) – Reports to the AOBD and is responsible for the coordination of fixed and /or rotary wing aircraft operations over the incident.

Fixed-Wing Base Manager (FWBM) – ensures the efficiency and safety of fixed-wing operations by providing supervision, support and logistical management at the fixed-wing base assigned to the incident, when established local management is not already being provided. The FWBM coordinates with airport management, ATGS, ASGS, Air Tanker Base (ATB) Manager and local unit aviation personnel.

Helibase Manager (HEBM) – Reports directly to the ASGS position. HEBM will follow the requirements set in IHOG for primary duties and responsibilities.

## Unit Aviation Officer Briefing

AOBD will acquire a briefing from the Unit Aviation Officer on local aviation operations, restrictions and available aviation resources. Copies of the Unit Aviation Operations & Safety Plan, flight hazard maps and local aviation organization and phone contact lists should be obtained before air operations are conducted.

## Operational Briefings

Comprehensive briefings and debriefings by the AOBD and ASGS at helibases and fixed-wing bases are critical to safety and success. The ATGS should ensure that information related to

Incident activity is provided during briefings at other fixed-wing bases supporting the Incident.

### **Incident Action Plan (IAP)**

When requested, the Planning Section is responsible for providing “short” Incident Action Plans for flight crews in the numbers indicated on the ICS-220 or ICS-220a form. At a minimum these will consist of the ICS-220 or 220a, communications plan, medical plan and incident map(s). The Situation Unit may be asked to prepare “pilot” maps of an appropriate size for use in the cockpit. Maps should identify helispots, division breaks and letters, assigned frequencies and geographic names, etc. The ASGS is responsible for ensuring that an adequate number of IAP’s are provided for Helicopter Managers and pilots, and that copies are faxed to the local unit dispatch center and Air Tanker Base(s) and/or fixed-wing base(s).

### **Mission Focus**

**The air operations branch encourages frank, constructive feedback from all levels of the organization, including vendor pilots.** This can be accomplished by encouraging open interaction during briefings and discussions with all air branch personnel.

### **Check In**

The ASGS will maintain an Air Branch check-in, using Helicopter Information Sheet (IHOG form HCM-6) and Helicopter Crew Information Sheet (IHOG form HCM-7). The ASGS should review “Red Cards” for all personnel for training opportunities and for filling miscellaneous positions such as ABRO and DECK. FWBM or ASGS will check in fixed-wing aircraft and personnel using form ATB-2.

### **Ordering Air Branch Resources**

To avoid duplication of orders for personnel, equipment and supplies, the following procedures will be used: All orders, with the exception of additional air tankers, which are ordered by the ATGS directly with dispatch, must go through Supply/Ordering using the General Message form. Orders should contain the following information:

- Ordered date/time
- Number of items needed
- NFES # (if applicable)
- Resource(s) requested
- Needed by date/time
- Deliver to (location)
- Explanatory remarks if necessary
- Ordered by and contact person

### **Ordering Aircraft**

All aircraft for the Incident will be ordered by the AOBD, directly with the dispatch center aircraft desk or expanded dispatch aircraft. When the following-day need is anticipated, air tankers will be requested each night through the dispatch center aircraft desk, by the AOBD or ATGS. Infrared and/or FLIR flights will be ordered by the AOBD in coordination with the Situation Unit or Plans Chief through the dispatch center aircraft desk.

### **Ordering Personnel**

All orders for personnel will be placed by the Helibase Manager through the ASGS. The ASGS will track all personnel orders.

### **Ordering Air Branch Equipment and Supplies**

Helibase managers and FWBM may order equipment and supplies, but all orders need to be reviewed and approved by the ASGS. The Helibase Manager, FWBM and ASGS are responsible for tracking and returning all equipment and supplies ordered.

### **Ordering Equipment and Supplies to be delivered by Air to the Line**

Line personnel may order equipment and supplies for air delivery to the line, by calling ICP communications and having the order relayed to the Supply Unit. Information as to the desired delivery location must be provided along with the order; prefer lat/long, helispot number or sling spot number and ground contact name. Supply will assemble the requested items and request Ground Support to transport them to the helibase.

### **Spike Camps**

Spike camps will be named after a geographic feature and also color-coded. Supply will color-code items, especially boxed items which are to be delivered to a particular spike camp. Supply and helibase will have the same color-coding information.

### **Use of Private Land, Water and Privately Owned Facilities**

The use of private land, water and facilities requires written agreement with the owner prior to use. The Procurement Unit Leader is responsible for providing these agreements. Helibase Managers or ASGS will provide owner name, address, phone and location to PROC if possible.

### **Airspace Coordination**

Refer to the Interagency Airspace Coordination Guide and area mobilizations guides for direction. Temporary flight restrictions (TFR) will be requested for large incidents, which are using aircraft to support line operations. The standard TFR (FAR 91.137) is a 5 NM radius from center point of the fire, usually designated by Lat/Long, and 2000' above high terrain in the fire area, usually designated as an MSL altitude. Other than standard radius, altitudes may be requested as necessary.

### **Airspace Conflicts and Intrusions**

Flight crews are responsible for immediately reporting airspace intrusions to the ATGS. The ATGS will first respond to on-going intrusions in accordance with procedures outlined in the Interagency Air Tactical Supervisor's Guide. Next, the ATGS will immediately request the local dispatch center to contact the Air Route Traffic Control Center (ARTCC). The ATGS or AOB will also notify the local unit aviation officer, and initiate a SafeCom report for airspace intrusions and near mid-air (Incidents of Near Mid-Air Collision or INMAC). Airspace conflicts within military and FAA controlled areas need to be brought to the attention of the Airspace Coordinator, if assigned. Airspace intrusions should be documented in the Helibase Flight Following Log, Form HBM-9.

## **Military Use**

Refer to the Military Use Handbook, NFES 2175.

## **GPS and LatLong**

The use of GPS receivers and latitude and longitude is now considered standard operating procedure. **Aviation resources will use degrees, minutes and seconds as the standard**, however most GPS's can be set to several different modes and can make conversions. When relaying verbal or written lat/long coordinates, make sure the receiving unit/person understands the format you are using, and which datum the GPS unit was set to when it recorded the coordinates. Most mapping is done using the North American Datum of 1927 (NAD27). Many aircraft GPS units use WGS84 that cannot make conversions.

## **Helicopter Operations**

Procedures in the Interagency Helicopter Operations Guide (IHOG) will be followed.

### Helicopter Managers

Each helicopter manager is responsible for coordinating with the HEBM in respect to crew duties, missions, assignments, etc. Prior to utilization on an incident, the entire crew and vendor crew will be briefed by the Helibase Manager or ASGS.

### Helibase Management

The team ASGS will function as Helibase Manager until such a time as a Helibase Manager is obtained through the ordering and dispatch system. All procedures for helibase management are contained in the IHOG and will be followed.

### Heli-base Communications

Heli-base communications should have a Ground Aircraft Radio Link Kit for VHF-AM (Victor) communications, a VHF-FM base radio or hand-held radio for FM communications, and utilize a Logistics UHF-FM radio for communications with various logistics personnel.

### Aircraft Crash, Search & Rescue (ACSR) Plan

Helibase crash rescue requirements are found in IHOG chapter 12.

Search and Rescue requirements are found in IHOG chapter 17.

### Aerial Ignition

Aerial ignition on incidents will follow the Interagency Aerial Ignition Guide in planning and implementation. Implementation of aerial ignition may require local line management and/or unit aviation officer review and approval. A written aerial ignition plan will be prepared by OSC and reviewed by AOBD and SOF1, designating a Burn Boss and a discreet frequency.

### CWN Helicopters and CWN Modules

Pre-use inspections of CWN helicopters shall be done prior to the helicopters being assigned to an incident, and at a location away from the incident, such as an airport close by. The helicopter manager (HELB or HCWN) is responsible for this pre-use inspection. Helicopter modules for CWN helicopters will "marry up" away from the incident.

CWN helicopter modules will be staffed according to standards specified in IHOG.

#### Helispot Construction

Helispots may be constructed by helitack personnel or crew personnel, but must be inspected and approved before use by the helibase manager, ASGS or AOBD. Helispot construction is subject to constraints listed in the WFSA or after consultation with the resource advisor.

Rehabilitation may be required after incident needs are met.

#### Base Camp Helispot

A helispot may be maintained at the base camp for the purpose of medivac and/or picking up passengers for recon flights.

#### Helispots, Sling Sites, Dip Sites and Medivac Sites

Helispots, sling sites, dip sites and medivac sites will have adequate supervision, resources and staffing during use. Numbering of the above facilities will be a coordinated effort between Helibase Manager(s), Air Operations and SITL. Each Helispot will be designated by an “H” followed by a number (i.e. H-1, H-2, H-3, etc.). To the extent possible, all helispots will have pad markers installed.

#### Resource Status and Updates

The ASGS is responsible for tracking personnel and keeping the Resource Unit updated.

#### Ordering Missions

All tactical missions may be ordered by the ATGS directly with the helibase, or if unable to contact, with the ASGS or AOBD. Orders for air delivery of supplies/equipment will be placed with ICP communications, with a courtesy call to helibase. Recon flights may be ordered through Air Operations, OSC or IC.

Medivac flights will be requested through the Medical Unit through ICP communications. The Medical Unit will coordinate all medivacs, whether by ground or air. An incident helicopter will be designated as the primary aircraft for medivacs daily; in some cases an off-site life-flight helicopter may be used for aerial medivac.

Form HBM-8, Helibase Mission Request Log, will be used to document all mission requests and assignments. Information in the ICS-220 in the Incident Action Plan each day will be used to initiate the request log daily.

#### Mission Conflicts

Mission conflicts will be resolved by the ASGS or AOBD or OSC.

#### Flight Following

Flight following will be provided by helibase personnel for ATGS while over the incident and all incident helicopters. While airborne, helicopters will be flight followed by ATGS if also airborne. Flight following may be accomplished by making entries on Form HBM-9, Helibase Flight Following Log at regular intervals when over-hearing radio communications

with/between aircraft.

#### Recon Flights by Government and Non-Government Personnel

All operational recon flights for Government personnel will be approved by Tactical OPS, Planning OPS, Branch Directors, Division Supervisors and confirmed to the ASGS, Helibase Manager or AOBD via radio, phone or general message form. Recon flights for non-Government personnel will be approved by the IC and confirmed by the ASGS, AOBD or OSC via radio, phone or general message form. Requests for recon flights should pre-planned as much as possible and included in the ICS-220, Air Operations Summary part of the IAP.

#### Media Aircraft; Media Personnel Aboard Government Aircraft

Requests for media aircraft to enter into the TFR will be coordinated with the ATGS. In most cases these requests will be honored, however may be modified as to time and altitude. Requests for media personnel to ride on incident aircraft will be approved only by the Incident Commander; these will be a rare event.

### **Fixed-Wing Operations**

#### Air Tactical Resources

Whenever possible an ATGS will be ordered. A primary responsibility of the ATGS is to maintain an “eye in the sky” to support line operations, safety in particular, as well as aerial coordination and safety of aircraft. Coverage may be limited by numerous factors and line safety must NOT be dependent on ATGS to serve as a primary lookout or communications relay. Initial attack of a new incident may require the ATGS to leave the incident for a time. The AOBD with ATGS input will order additional aircraft for the incident through the Dispatch Center aircraft desk or expanded dispatch aircraft desk. On a large or complex incident, two ATGS’s will normally be used to maintain full time coverage, and will require separate aircraft to provide the necessary overlap.

#### Aerial Supervision Modules (ASM)

Aerial supervision modules (ASM’s) are fixed-wing aircraft in which two crewmembers function as 1) lead plane pilot and 2) ATGS. Team resources need to be aware of coverage limitations when ASM modules are in a Lead Plane configuration. AOBD should be informed of concerns with the modules from tactical ground resources.

#### Helicopter Coordinator (HLCO)

The helicopter coordinator (HLCO) Reports directly to the ATGS and is responsible for coordinating tactical or logistical helicopter missions on an incident.

#### Tactical Decisions

ATGS will base tactical decisions on his/her daily briefing with OPS and the IAP. If fire activity dictates a change in priorities during a shift, the ATGS will make every effort to contact the appropriate DIVS, OPS and AOBD for instructions.

### Use of Retardant

Use the 10 Principles of Retardant Application during all retardant operations. Use extreme caution when applying retardant near water sources. A 300' buffer should be provided on either side of the water unless life or property is threatened. Notify AOBD and OPS and document any time that retardant is applied directly to a water source.

### Air Tanker Base Operations

Air tanker base operations are normally a local unit concern. Operational procedures are found in the Interagency Air Tanker Base Operations Guide. The ASGS and/or AOBD are the Team liaison between the incident and the air tanker base. The ATGS may be operating from the nearest air tanker base and can provide additional liaison with the base, as well as facilitating the completion and return of daily use and cost information to the ASGS/AOBD.

### Check In and Flight Following

The ATGS will make radio contact with the OPS, AOBD and helibase when arriving and/or departing the incident scene. The ATGS will keep OPS informed on fire status after the first flight in the morning and at any time changes dictate. The ATGS will flight follow with dispatch until over the incident and flight following is established with the helibase. During the first flight of the day the ATGS will check in via radio with each staffed division to determine their anticipated needs for the day. The ATGS will monitor the air to ground frequency(s) at all times.

### Briefing and Debriefing

It is highly desirable for at least one ATGS to attend morning general briefing and each evening to debrief with OPS and AOBD. The ATGS will hand carry copies of the IAP to the air tanker base; otherwise, the IAP will be faxed to dispatch and the air tanker base.

### Air Tactical Support Ordering Process

Division Supervisors are authorized to request air support directly with ATGS/HLCO. In the absence of ATGS or HLCO the request may be relayed through helibase, ASGS or AOBD. The ATGS will advise DIVS whenever he/she deems the use of air support appropriate. When both ATGS and HLCO are airborne, all requests for air support will be made with ATGS, who will make assignments to the HLCO.

### Coordination Between ATGS's

When possible, a newly arriving ATGS or HLCO, prior to becoming operational, will accompany an ATGS/HLCO who is familiar with the incident on at least one briefing flight. It is preferable to conduct this briefing flight in a fixed-wing aircraft. The primary ATGS will develop a transition plan that will provide for in-air change out of ATGS, minimize impacts to on-going operations and maintain aerial supervision.

### SEAT Operations (Single Engine Air Tanker)

SEAT operations will adhere to the Interagency SEAT Operations Guide (ISOG) for planning

and operations. SEAT managers (SEMG) are responsible for the overall management of the operations and are directly supervised by the ASGS.

#### Para-Cargo Operations

Para-cargo operations will be coordinated by Operations, AOBD and ASGS.

#### Fixed-Wing Aircraft

It is the responsibility of the FWBM, or ASGS if one is not assigned, to ensure that aircraft used at temporary fixed-wing bases are approved for appropriate mission use.

### **Air Medivac Coordination and Use**

Team air operations, safety, communications and medical personnel will develop a coordination plan for air medivac upon arrival at the incident. The ATGS is responsible, whenever possible, for assisting air medivac operations together with the MEDL and on-scene manager. If ATGS is not available, air medivac coordination will be managed by HEBM/ASGS or AOBD. Refer to IAP medical plan. The MEDL may choose to station an EMT at the helibase for quicker response to medical emergencies on the line. Medical personnel shall be given a briefing on all aircraft that may be used for air medivac missions. As always, use a risk management process to determine the best tool for the job.

#### Incident Medivac Protocol

Medivacs will be requested of the MEDL through ICP communications. If contact cannot be made with ICP, the request for medivac can be relayed through ATGS. The MEDL will determine the best method for transportation for the patient. If by air, the MEDL will request an aircraft through the helibase manager. Requests for air medivac should provide the location (latitude/longitude preferred; other includes helispot/medivac site number or map grid number), patient assessment and ground contact name.

#### Ready Alert Aircraft and Medical Personnel

A primary medivac helicopter will be identified in the medical plan in the IAP and during helibase morning briefings. Incident helicopters responding to a medivac shall have the helicopter manager or other well qualified helitack personnel on board, as well as medical personnel. Incident medical personnel who will be conducting medivac operations shall be required to wear appropriate PPE and, as required be fireline qualified, and be briefed prior to flight; this briefing can be done well in advance of actual use.

It is highly suggested that early on in the incident a medivac training scenario be conducted. Personnel to be involved include the medical personnel, helibase manager, helicopter pilot for identified medivac helicopter and helicopter manager.

#### Rappellers and Short-Haul

Rappellers and short-haul personnel can be used to insert EMT's, build helispots or, with short-haul transport personnel out of a site.

### EMS Helicopters

Incident medivacs can be accomplished by incident assigned helicopters, EMS helicopters, military helicopters or non-incident agency aircraft. Contact with the local EMS aircraft provider to determine the type aircraft available and any flight restrictions or special operational procedures or capabilities that may exist. The ASGS and MEDL are the designated personnel for liaison with local EMS providers. Incident personnel will provide operating procedures and radio frequencies to the local EMS.

### Military EMS Aircraft

Military units such as National Guard, reserve units or regular military may be equipped with special equipment to aid patient extraction from remote sites. In some cases these units can take time to mobilize and have special communications, operational and procedural constraints. As an example, some regular military units may require written assurance that no private sector vendor can provide the needed service before they can respond. Other units, which may have winches, may have special fueling requirements or operational limitations on the use of such equipment. If the use of military units is likely, a conference call between MEDL, ASGS/AOBD, local dispatch center and the military unit is suggested to identify and resolve these issues.

### Use of Military “Dust-Off” Helicopters

“Dust-Off” helicopters normally accompany military units that have been deployed for fire fighting missions. Many of these units have 24/7 capability, and if these units are used, certain protocols must be followed for their use for medivac. If requested for night medivac, prior to launch the Incident Commander must approve the mission. In addition to the IC several other personnel must be involved; AOBD, SOF1, COML, MEDL. These personnel, including the IC, must identify (name and lightstick) their sleeping area so they can be found at night. See night-time medivac plan.

### General Procedures for all Air Medivacs

It is very easy to get caught up in the urgency of medivac situations. Regardless of the nature or degree of the emergency, never forget to use proper helicopter procedures. Both the pilot and helitack personnel on board will agree that a site is suitable for landing. Unless pre-identified and approved as a medivac site or helispot, a high recon of the site is required prior to landing. The ATGS will coordinate medivac aircraft to and from the medivac site.

Non-incident aircraft will contact the ATGS 10 miles from the TFR or incident airspace boundary, to request entry into the airspace. Contact will be via pre-designated “victor” radio frequency. The ATGS will provide medivac site lat/long, secure airspace and if required, a communication link.

## **Air Finances & Fire Business Management**

### Shift Tickets

Shift tickets will be submitted to ASGS for all equipment assigned to the air operations. These include helibase operations trailers, crash/rescue, water tenders, generators, pumps, and vehicles.

### Crew Time Reports, Hazard Pay

Individual overhead and exclusive use/CWN helitack personnel are responsible for turning in personnel time on a daily basis. The Interagency Incident Business Management Handbook will be used to determine hazard pay applicability.

### Aircraft Use Reports

Helicopter managers are responsible for submitting aircraft use and cost information on a daily basis to HEBM or ASGS, who will then assemble all use and cost information on a daily summary for submission to the Cost Unit Leader.

### Air tanker and Lead Plane Costs

ATGS or FWBM is responsible for ensuring that daily costs for air tankers and lead planes are gathered and submitted to the ASGS or Cost Unit Leader. On the first day of the team's assignment, costs from incident start to team arrival will be gathered and submitted as a separate attachment with the first day's summary. The Team, ATGS will track as possible air tankers, ATGS aircraft, number of loads and costs and FAX or phone that information to the ASGS.

### Other Costs

Other costs, such as crash/rescue, dust abatement water tenders, helibase operations trailer, generators, etc. will be gathered and reported on the daily helicopter cost summary.

### Total Air Operations Daily Use and Cost

The ASGS is responsible for gathering all costs and submitting them to the Cost Unit Leader on a daily basis, preferably by 2230 hours; no later than 0800 the following morning. These summaries will include use and cost information for all air tankers, ATGS aircraft, lead planes, helicopters, smokejumper aircraft, para-cargo aircraft, IR/FLIR/Radiometric flights and miscellaneous items mentioned above.

## **Other General Items**

### Pilot Rest

Every effort will be made to house pilots and vendor crew in motels or other available lodging. When this is not possible due to distance or other factors, consult the IHOG for guidelines on rotating air crews into motels. Other options may be used to provide adequate rest and prevent fatigue among air crews.

### Motel Use by Government Air Branch Personnel

Unless otherwise specifically authorized by the AOBD, government employees assigned to the air operations branch are specifically prohibited from staying in motels or other lodging away

from the incident base camp or helibase. The IC sleeps in a tent, so will everyone else.

#### Aircraft Demobilization

All aircraft being demobilized will be approved by the AOB, working directly with the aircraft desk at dispatch center or expanded dispatch. In most cases, CWN module personnel will be demobilized with the same aircraft they were ordered with. A copy of the demobilization sheet with completed flight plan/itinerary and ground route for chase and fuel vehicles will be provided to the Demob Unit Leader and dispatch center aircraft desk or expanded dispatch at least one hour prior to departure.

#### **Safety**

Safety is paramount in all operations and is the number 1 priority in all that we do. Shutting down an operation is always an option.

#### SafeComs (Incident Reports)

SafeComs may be submitted by anyone observing or involved in an unsafe or hazardous aviation operation. Copies of SafeComs will be kept in helibase files and filed with the Documentation Unit Leader. Copies will also be provided to the local unit aviation officer. Any corrective action should be taken immediately and documented. Copies of SafeComs involving contract aircraft should be provided to the aircraft COR.

#### Aircraft Accidents

The ATGS, if not involved in the accident, will assume aerial coordination of the rescue effort. Cease operations that are not critical to safety of line personnel. Rescue and medical attention for victims are the first priority in all accidents. Protection of the accident site is vital to the investigation. The local unit aviation officer will be immediately notified and will request an investigation team.

## **NOTES**

*Fight fire aggressively, having provided for safety first.*